

# BAYFIELD

C O U N T Y

Department of Human Services

June 2017



*Photo Credit: Caitlin Skulan*

## 2016 Annual Report

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# Bayfield County Department of Human Services

## 2016 ANNUAL REPORT

### FUNCTION

The mission of the Department of Human Services is to protect and improve the quality of life.

### MAIN RESPONSIBILITIES

The Department of Human Services is divided into four sections: Aging and Disability Services; Economic Support Services; Family Services; and Support Services. Each section has its own mission and unique set of responsibilities.

The mission of the Aging and Disability Services Section is ***“to support independent community living by respect of personal choices”***. The Aging and Disability Services Section is responsible for a wide range of assessments and services related to disabled and elderly residents of Bayfield County. They also provide information and assistance to the general public regarding local resources available to those who do not qualify for public assistance.

The mission of Economic Support Services is ***“to assist individuals to achieve economic well-being.”*** Economic Support is responsible for the eligibility determination for numerous federal, state, and county public assistance programs.

The mission of the Family Services Section is ***“to provide a safe and stable environment for identified children and families through empowerment and support”***. The Family Services Section is responsible for a wide range of assessments and services related to children and families.

The mission of the Support Services Section is ***“to provide support services in a professional, courteous, and efficient manner.”*** The Support Services Section provides reception, clerical and accounting support to the entire agency.

### ORGANIZATION

The Bayfield County Board of Supervisors voted on November 10, 1998, to develop a Department of Human Services (DHS) uniting the three Departments of Aging, Community Programs and Social Services. The Department of Human Services was officially created on April 1, 1999.

The Human Services Board has primary responsibility for oversight of the Department. The board consists of nine members, five County Board representatives and four citizen members. Citizen member applications are reviewed by the County Administrator and appointments are approved by the County Board Chair. In addition, there are advisory committees to the board: the Aging and Disability Advisory Committee; the Family Services Advisory Committee; and the Children's Community Options Program (CCOP) Committee. Each advisory committee includes at least one member of the Human Services Board.

## BUDGET

The Department of Human Services initially had an approved base 2016 budget of \$6,151,831. Of the base budget, \$1,807,778 or 29.4% of the budget was county levy. Prior to the end of 2016, the budget was modified to increase the Department's spending authority by \$773,000 to account for additional projected expenses, primarily for increases to the Comprehensive Community Services Program and multiple commitments to Winnebago, the state mental health institute. With this amendment, the total budget total for 2016 was increased to \$ 6,924,831. By the end of the year, third party insurance, state, and federal revenues offset the additional expenditures resulting in no increase to the county levy.

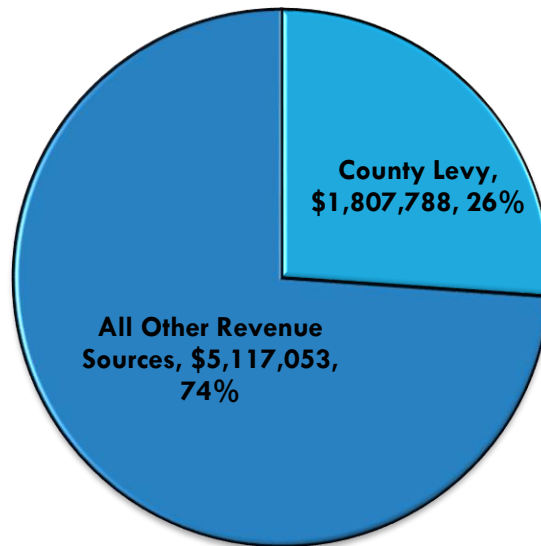
The budget of the Department of Human Services can fluctuate during the year for any number of reasons. Circumstances that had a significant impact on the 2016 budget included: third party insurance for individuals who secured health insurance through Medicaid or the federal Patient Protection and Affordable Care Act (PPACA or ACA); increased enrollment in the Comprehensive Community Services Program; changes in State policy; the availability of carry over dollars for the Aging and Disability Resource Center of the North (ADRC – N); and the availability of regional funds that continued to provide funding for staff in Economic Support and branch offices of the ADRC – N.

Preliminary Human Services budget reports are attached. They are presented in the format in which expenses were monitored by the Department, the County, and the State in 2016. The reports may change after reconciliations adjustments are processed and the State and the County's single audit process is complete. However, the Department will be well into the 2018 budget process before the 2016 financial books are closed. There are still a number of undetermined factors before the 2016 books are closed. This will include a change in the auditing process implemented in 2016, which will now post revenues received after March 1<sup>st</sup> to the current fiscal year. This change will make predicting the final excess or deficit on annual budgets very difficult in future years. The initial conclusion, however, is that the Department operated well within its modified 2016 budget.

## 2016 Budget Summary

<u>Budget</u>	<u>Program</u>	<u>Source</u>
\$4,925,158	Purchased Services	State, Federal & County
\$1,470,044	Provided Services	State, Federal & County
\$529,629	Support & Overhead	State, Federal & County
\$6,924,831		

### 2016 DHS Budget - County Costs



	Bayfield County	DHS	Percentage
2016 Budget	\$30,672,872	\$6,924,831	22%
2016 Levy	9,548,610	\$1,807,788	19%

## 2016 Public Assistance Benefits Paid Directly

\$21,934,394	Medicaid	State & Federal
\$1,799,979	FoodShare	State & Federal
\$306,818	WHEAP Grants	Federal
\$61,865	WHEAP Crisis Assistance	Federal
\$54,964	Child Care	State & Federal
<b>\$24,158,020.00</b>	<b>Total*</b>	
<p>*Does not appear in the county books.            However, these dollars represent funds that are introduced into the local economy.            The department is audited and quality control tested on the eligibility determinations of these programs.</p>		



BAYFIELD COUNTY DEPARTMENT OF HUMAN SERVICES  
2016 BUDGET MONITORING  
UNAUDITED BUDGET

Expenses	2016 Budget	YTD 04/24/17	%	Projected Year End
AMSO	Allocated			
Economic Support Section	618,645	544,582	88%	544,582
Family Services Section	3,278,366	3,219,952	98%	3,219,952
Aging & Disability Section	754,917	603,886	80%	603,886
GWAAR Section	641,620	652,366	102%	652,366
ADRC-Bayfield	(16,285)	(7,767)	48%	(7,767)
ADRC-North	1,528,769	1,351,834	88%	1,417,074
Regional Crisis Initiative	118,800	117,831	99%	117,831
<b>Totals</b>	<b>\$ 6,924,831</b>	<b>\$ 6,482,685</b>	<b>94%</b>	<b>\$ 6,547,924</b>

Revenues	2016 Budget	YTD 04/24/17	%	Projected Year End
<b>ST/FED Revenue:</b>				
State & Federal Revenue	3,271,031	3,381,160	103%	3,412,604
State & Fed/WIMCR	-	-		-
Youth Aids	135,000	164,888	122%	161,777
C.A.R.E.	-	4,279		4,279
Childcare	2,500	3,242	130%	3,242
WHEAP	32,530	42,755	131%	42,755
GWAAR	240,484	254,085	106%	250,414
EDS	1,087,974	1,239,416	114%	1,239,416
IDP	10,000	10,705	107%	10,705
Comm. Integration Program	5,800	3,962	68%	3,962
ST/FED Revenue: WJCIA	24,999	24,999	100%	24,999
Transfer from Other Funds	50,000	24,672	49%	-
All Other Revenue	-	100		100
<b>Other Revenue:</b>				
Aging & Disabilities	18,800	62,686	333%	62,686
Family Services	35,500	70,499	199%	70,499
Economic Support	2,500	2,844	114%	2,844
AMSO	200	201	100%	201
GWAAR	84,725	95,085	112%	95,085
County \$:	1,807,788	1,807,788	100%	1,807,788
<b>Totals</b>	<b>\$ 6,809,831</b>	<b>\$ 7,193,366</b>	<b>106%</b>	<b>\$ 7,193,356</b>

**Agency Management Support & Overhead**

Cost Category Description			2016 Budget	Unaudited as of 04/27/17	%	Projected Year End
<b>Grand Total</b>			563,882	529,629	94%	529,629
<b>Section</b>	<b>FTE</b>	<b>Allocation %</b>				
ES	4.00	16%	87,457	85,109	16%	85,109
PPACA	1.00	4%	21,864	14,655	3%	14,655
ABAWD	2.00	8%	43,729	36,811	7%	36,811
FS	8.50	33%	185,847	177,694	34%	177,694
A & D	3.44	13%	75,213	55,194	10%	55,194
GWAAR	3.83	15%	83,741	96,269	18%	96,269
ADRC-B	1.52	6%	33,234	31,981	6%	31,981
ADRC-N	1.50	6%	32,797	31,916	6%	31,916
RCI	0.00	0%	-	-	0%	-
<b>Totals</b>	<b>25.79</b>	<b>100%</b>	<b>563,882</b>	<b>\$ 529,629</b>	<b>94%</b>	<b>529,629</b>

**Economic Support**

Cost Category Description		2016 Budget	Unaudited as of 04/24/17	%	Projected Year End
<b>Provided Services:</b>					
Provided Total		260,245	256,817	99%	256,817
ABAWD/FSET Provided Total		100,809	90,719	90%	90,719
PPACA Provided Total		78,952	30,719	39%	30,719
IM Provided Total		16,323	-		-
Salary & Fringe Offset		-	17,022		17,022
AMSO ALLOCATION		87,457	85,109	97%	85,109
AMSO ALLOCATION-ABAWD		43,729	36,811	84%	36,811
AMSO ALLOCATION-PPACA		21,864	14,655	67%	14,655
<b>Purchased Services:</b>					
Contracted, supplies, trng., mileage, etc		655	2,393	365%	2,393
WHEAP		705	4,527	642%	4,527
IM		780	651	83%	651
Program Integrity		-	-		-
CC		-	136		136
General Relief		7,000	4,993	71%	4,993
PPACA		125	30	24%	30
<b>Purchased Total</b>		<b>9,265</b>	<b>12,730</b>	<b>137%</b>	<b>12,730</b>
<b>Grand Total</b>		<b>618,645</b>	<b>544,582</b>	<b>88%</b>	<b>544,582</b>



## Family Services

Cost Category Description	2016 Budget	Unaudited as of 04/24/17	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	629,679	601,555	96%	601,555
Family Services Match	-	(129)		(129)
Salary & Fringe/Case Mgmt. Offset	-	(23,085)		(23,085)
AMSO ALLOCATION	185,847	177,694	96%	177,694
<b>Purchased Services:</b>				
Contracted, supplies, trng., mileage, etc	66,225	69,220	105%	69,220
C.A.R.E.	-	2,508		2,508
CCS	425,000	542,781	128%	542,781
Juvenile Court Intake	24,999	24,999	100%	24,999
Youth Indep. Living (Consortium)	51,285	7,555	15%	7,555
IV-E	-	-		-
Kinship Care	22,251	21,938	99%	21,938
Family Based Services	-	114		114
Domestic Violence Services	15,000	15,000	100%	15,000
Community Intervention	5,800	2,378	41%	2,378
AODA Purch - YA	3,191	2,782	87%	2,782
Substitute Care	450,000	458,848	102%	458,848
Youth Independent Living-ETV	1,211	-	0%	-
Health Check (pass thru)	1,600	350	22%	350
RRTC	-	-		-
AODA	144,000	103,498	72%	103,498
IDP	10,000	1,876	19%	1,876
Mental Health	1,208,968	1,176,712	97%	1,176,712
Safe & Stable Families	33,310	33,359	100%	33,359
<b>Purchased Total</b>	<b>2,462,840</b>	<b>2,463,917</b>	<b>100%</b>	<b>2,463,917</b>
<b>Grand Total</b>	<b>3,278,366</b>	<b>3,219,952</b>	<b>98%</b>	<b>3,219,952</b>

## Aging and Disabilities Services

Cost Category Description	2016 Budget	Unaudited as of 04/24/17	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	246,090	183,499	75%	183,499
Salary & Fringe/Case Mgmt. Offset	(38,703)	(107,187)	277%	(107,187)
AMSO ALLOCATION	75,213	55,194	73%	55,194
<b>Purchased Services:</b>				
Contracted, supplies, trng., mileage, etc	31,600	42,490	134%	42,490
Protective Placements	5,000	-	0%	-
Supportive Home Care	10,000	6,377	64%	6,377
CCOP	40,421	54,084	134%	54,084
Community MH	30,876	5,640	18%	5,640
Alzheimer Family Support	5,452	7,305	134%	7,305
Family Care Allocation Payback	179,267	179,267	0%	179,267
Birth to Three	110,000	49,622	45%	49,622
Children's Waiver - PD	3,000	3,797	127%	3,797
Children's Waiver - DD	48,700	110,899	228%	110,899
Children's Waiver - SED	-	3,003		3,003
Children's Waiver Intensive/Ongoing - DD	8,000	7,662	96%	7,662
Children's Waiver Intensive - SED	-	2,235		2,235
<b>Purchased Services:</b>				
Contracted, supplies, trng., mileage, etc	31,600	42,490	134%	42,490
Protective Placements	5,000	-	0%	-
<b>Purchased Total</b>	<b>472,316</b>	<b>472,380</b>	<b>100%</b>	<b>472,380</b>
<b>Grand Total</b>	<b>754,917</b>	<b>603,886</b>	<b>80%</b>	<b>603,886</b>

**GWAAR**

<b>Cost Category Description</b>	<b>2016 Budget</b>	<b>Unaudited as of 04/24/17</b>	<b>%</b>	<b>Projected Year End</b>
<b>Provided Services:</b>				
Provided Total	215,980	272,699	126%	272,699
Salary & Fringe/Case Mgmt. Offset	-	(14,979)		(14,979)
AMSO ALLOCATION	83,741	96,269	115%	96,269
<b>Purchased Services:</b>				
Supplies, Mileage, etc.	3,800	2,553	67%	2,553
Capital Equipment	-	-		-
Congregate Meals	77,200	80,067	104%	80,067
DOT	101,150	62,119	61%	62,119
Family Caregiver	2,227	8,737	392%	8,737
HLHABC	-	2,250		2,250
Home Delivered Meals	145,850	127,228	87%	127,228
Preventative Health Services	1,772	2,927	165%	2,927
Home Chore	-	-		-
Elder Abuse	9,900	11,745	119%	11,745
Transportation	-	-		-
EFSNB	-	750		750
<b>Purchased Total</b>	<b>341,899</b>	<b>298,377</b>	<b>87%</b>	<b>298,377</b>
<b>Grand Total</b>	<b>641,620</b>	<b>652,366</b>	<b>102%</b>	<b>652,366</b>

**ADRC-Bayfield**

<b>Cost Category Description</b>	<b>2016 Budget</b>	<b>Unaudited as of 04/27/17</b>	<b>%</b>	<b>Projected Year End</b>
<b>Provided Services:</b>				
Provided Total	76,499	87,136	114%	87,136
AMSO ALLOCATION	33,234	31,981	96%	31,981
Offset	(154,672)	(153,527)	99%	(153,527)
<b>Purchased Services:</b>				
Telephone	-	-		-
Capital Equipment	-	-		-
Contractual Services	22,504	20,578	91%	20,578
Direct Services	-	-		-
Office Supplies	100	484	484%	484
Postage	50	10	20%	10
Printing	100	55	55%	55
Publication/Dues/Subscriptions	400	382	95%	382
Training	700	458	65%	458
Travel	4,500	4,636	103%	4,636
Board	-	-		-
Meals	300	41	14%	41
<b>Purchased Total</b>	<b>28,654</b>	<b>26,643</b>	<b>93%</b>	<b>26,643</b>
<b>Grand Total</b>	<b>(16,285)</b>	<b>(7,767)</b>	<b>48%</b>	<b>(7,767)</b>

## ADRC-North

Cost Category Description	2016 Budget	Unaudited as of 04/24/17	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	87,248	92,280	106%	92,280
Salary & Fringe Offset/Fiscal Agent	-	-		-
AMSO ALLOCATION	32,797	31,916	97%	31,916
Offset	(265,947)	-	0%	-
<b>Purchased Services:</b>				
Telephone	22,018	44,913	204%	44,913
Publications, Dues, Subscriptions	15,789	24,897	158%	24,897
Capital Equipment	-	-		-
Contractual Services	99,351	99,113	100%	99,113
Direct Services	1,079,003	948,932	88%	1,014,171
Office Supplies	2,753	11,398	414%	11,398
Other Supplies/Software	7,500	8,816	118%	8,816
Postage	632	65	10%	65
Printing	935	4,373	468%	4,373
Training	2,000	267	13%	267
Travel	26,164	3,820	15%	3,820
Admin	341,526	-	0%	-
Board	2,000	1,724	86%	1,724
Rent & Leases	-	-		-
DCIP	-	7,416		7,416
DCS - Capital Equipment	-	-		-
DCS	75,000	71,905	96%	71,905
<b>Purchased Total</b>	<b>1,674,671</b>	<b>1,227,638</b>	<b>73%</b>	<b>1,292,878</b>
<b>Grand Total</b>	<b>1,528,769</b>	<b>1,351,834</b>	<b>88%</b>	<b>1,417,074</b>

## Regional Crisis Initiative

Cost Category Description	2016 Budget	Unaudited as of 04/24/17	%	Projected Year End
<b>Provided Services:</b>				
Provided Total				-
AMSO ALLOCATION	-	-		-
Offset	-	-		
<b>Purchased Services:</b>				
Contractual Services	100,700	106,480	106%	106,480
Direct Services	-	-		-
Office Supplies	-	-		-
Postage	-	-		-
Printing	500	310	62%	310
Training	17,600	11,041	63%	11,041
Meals	-	-		-
Admin	-	-		-
<b>Purchased Total</b>	<b>118,800</b>	<b>117,831</b>	<b>99%</b>	<b>117,831</b>
<b>Grand Total</b>	<b>118,800</b>	<b>117,831</b>	<b>99%</b>	<b>117,831</b>



**Bayfield County Department of Human Services**  
**January – December 2016**  
**Mandated State 942 Report**

	DD	MH	AODA	PHYS DIS	DELINQ	CANS	CHILD/FAM	ELDERLY	TOTAL
	1	2	3	4	5	6	7	8	9
CHILD DAY CARE	-	-	-	-	-	-	1,394	-	1,394
SUPPORTIVE HOME CARE	-	1,926	-	4,007	-	-	-	3,426	9,360
SPEC TRANS & ESCORT	2,670	6,321	2,080	-	592	-	467	121,729	133,858
ACCESS, OUTREACH & PREV	8,915	5,590	16,672	-	8,780	-	55,736	25,648	121,341
COMM LIVING/SUPPORT SERV	93,020	63,222	16,790	33,085	1,394	2,789	103,737	236,399	550,436
INVESTIGATIONS & ASSESSMNT	2,867	115,450	1,656	865	171,950	287,076	14,467	22,552	616,883
COMM SUPPORT PROGRAM	-	900,144	-	-	-	-	-	-	900,144
WORK-RELATED & DAY SERV	57,819	147,809	131,773	-	30,503	10,284	16,384	-	394,572
SUPPORTIVE EMPLOYMENT	-	-	-	-	-	-	-	-	-
COMM RESIDENTIAL SERV	-	102,528	22,034	-	19,234	129,205	199,544	-	472,545
COMMUNITY TREATMENT	680	36,708	2,811	-	-	-	-	-	40,198
INPATIENT & INSTITUTIONAL CARE	-	962,967	117,264	-	40,727	65,646	203,473	-	1,390,079
INSTITUTION FOR MENTAL DISEASE	-	-	-	-	-	-	-	-	-
<b><u>TOTAL</u></b>	<b>165,971</b>	<b>2,342,666</b>	<b>311,078</b>	<b>37,957</b>	<b>273,179</b>	<b>495,001</b>	<b>595,203</b>	<b>409,754</b>	<b>4,630,810</b>
Age: Under 18 Years	133,084	26,129	18,753	30,833	273,179	495,001	565,947	-	1,542,923
Age: 18 Years and Over	32,887	2,316,538	292,325	7,124	-	-	29,258	409,754	3,087,866
<b><u>TOTAL</u></b>	<b>165,971</b>	<b>2,342,666</b>	<b>311,078</b>	<b>37,957</b>	<b>273,179</b>	<b>495,001</b>	<b>595,203</b>	<b>409,754</b>	<b>4,630,810</b>

## SUPPORT SERVICES SECTION

NIKKI REVAK, MANAGER

The mission of the Support Services Section is to “provide support services in a professional, courteous and efficient manner.” With that mission in mind, the Support Services Section is responsible for the management of department operations, provision of support services to the other sections, all accounting functions, State reporting requirements, reception services, scanning documents, file maintenance, correspondence, and numerous other duties.

Change is a constant for the Support Unit and 2016 was no exception. DHS, along with 16 other counties, learned that their longtime software provider, GIT, would no longer support the software. DHS could continue to use the software and secured support through another entity. In the search for a replacement software, there were many conversations with other counties regarding their software packages and many software packages were reviewed. The outlook was bleak. By mid-year, a new vendor started the process of building a software system that will closely resemble the original product. The expectation is that by the end of 2017 a new software system will be purchased and instituted.

The Clerical Call Center positions in the Northern Income Maintenance Consortium (NIMC) were suspended in 2016. DHS support staff took on a new job responsibility for NIMC scanning childcare attendance sheets for the Child Care team.

The Wisconsin Department of Health Services eliminated the Family Support Program and the regular Community Options Program at the beginning of 2016. The state then implemented the Children's Community Options Program (CCOP) January 1, 2016. Since the state neglected to setup the parameters of the CCOP program before it was implemented, it was well into 2016 before support staff could enter data into the state's Human Services Reporting System (HSRS) for the program. This was a very frustrating process for all staff involved.

In May, a thorough physical inventory of equipment/furniture was completed for DHS. This was not an easy task to undertake but staff stayed the course and the task was completed prior to the audit in September. DHS staff are now very diligent in reporting equipment/furniture moves to support staff.

A Medicaid audit on the Comprehensive Community Services Program was conducted by the Office of the Inspector General in late 2015. The records in six files were reviewed. Five out of six files were found non-compliant. Additional information was submitted to OIG during the appeal process. One additional file was determined compliant in the appeal and the original recoupment request of \$1,174.74 was decreased to \$692.64. The audit review process stimulated recommendations for improvement from OIG, which resulted in updated file

procedures. The reconciliation of the CCS program through Wisconsin Medicaid Cost Report (WIMCR) for 2015 was submitted in August. It was well into December before DHS and Public Consultant Group (PCG), the contractor for the State of Wisconsin for WIMCR, realized that the tool used in the reconciliation process did not accurately reflect the costs. DHS has a WIMCR audit scheduled with PCG in 2017.

Two significant weather events occurred exactly one week apart in July 2016 in Bayfield County. The first storm consisted of heavy rain and road washouts; the second storm included high winds and downed trees. This triggered additional phone calls and walk-ins at the front desk. Support staff proactively placed road maps in the DHS fleet vehicles to allow workers to get around safely.

In August, the agency Director and Financial Manager developed the 2017 Annual Budget within the parameters established by the County Administrator, which included a zero-county levy increase.

The DHS single audit process for fiscal year 2015 was conducted in an efficient manner. Support Services Staff are fortunate to have a good working relationship with the audit team and could prepare “audit ready” documents prior to the start date of the audit.

For the first time in many years, DHS Support Staff team started and ended the year with the same team members. This team is talented and diverse. I am pleased with the skill and caliber of support staff that DHS currently employs.

It was a struggle in 2016 to find available staff to cover for support staff meetings. During the summer months, support staff flexed worktime to hold meetings after the regular business day. Support staff indicated that they no longer felt rushed and that this was a great way to end the day. During the rest of the year, staff meetings were held at the Front Desk during work hours but were subject to meeting customer needs.

Throughout 2016, support services staff continued to “provide support services in a professional, courteous and efficient manner” with a focus on excellent customer service. After all, “A customer is not an interruption to our work; he/she is the purpose of it”.

## ECONOMIC SUPPORT SERVICES SECTION

JEANINE SPUHLER, MANAGER

Our mission is, “[To assist individuals to achieve economic well-being.](#)” In 2012, our county joined the Northern Income Maintenance Consortium (NIMC). NIMC is composed of like-minded, dedicated workers from the following counties: Ashland, Bayfield, Florence, Forest, Iron, Lincoln, Price, Rusk, Sawyer, Taylor, Vilas and Wood. The NIMC mission is, “[To assist individuals to achieve economic well-being.](#)”

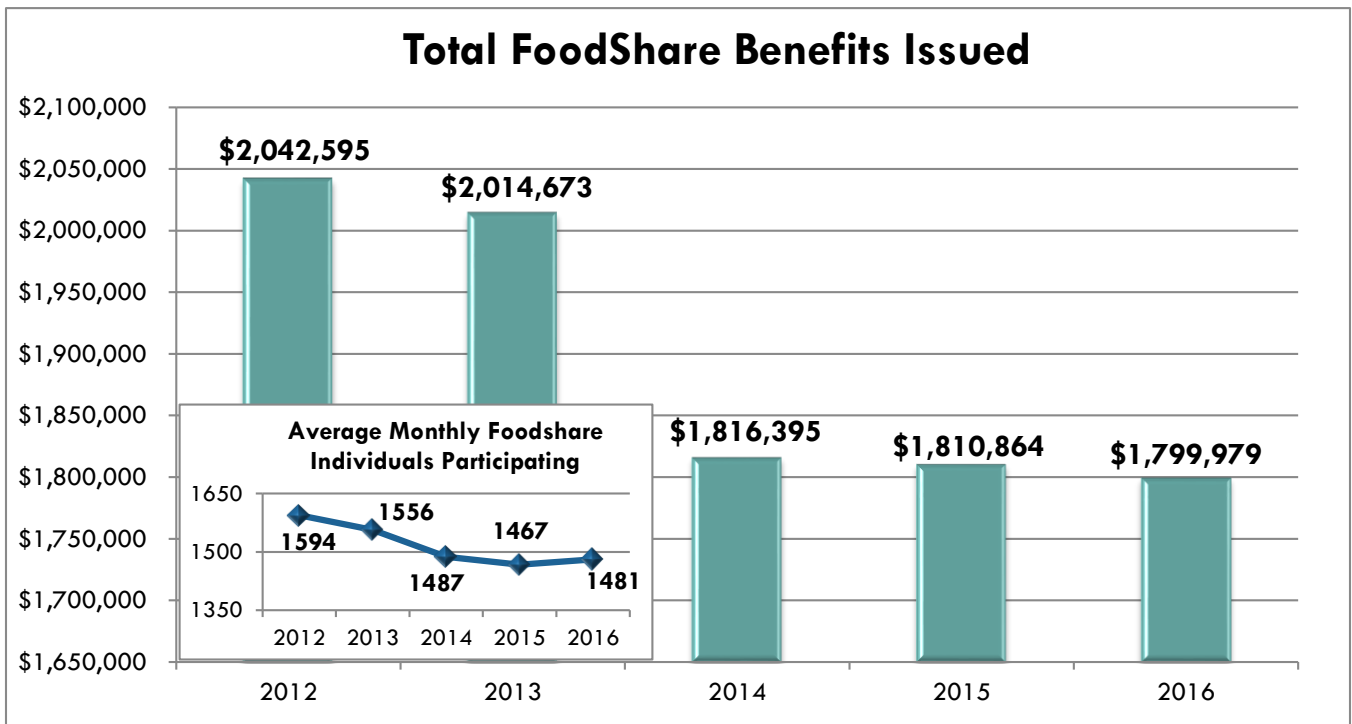
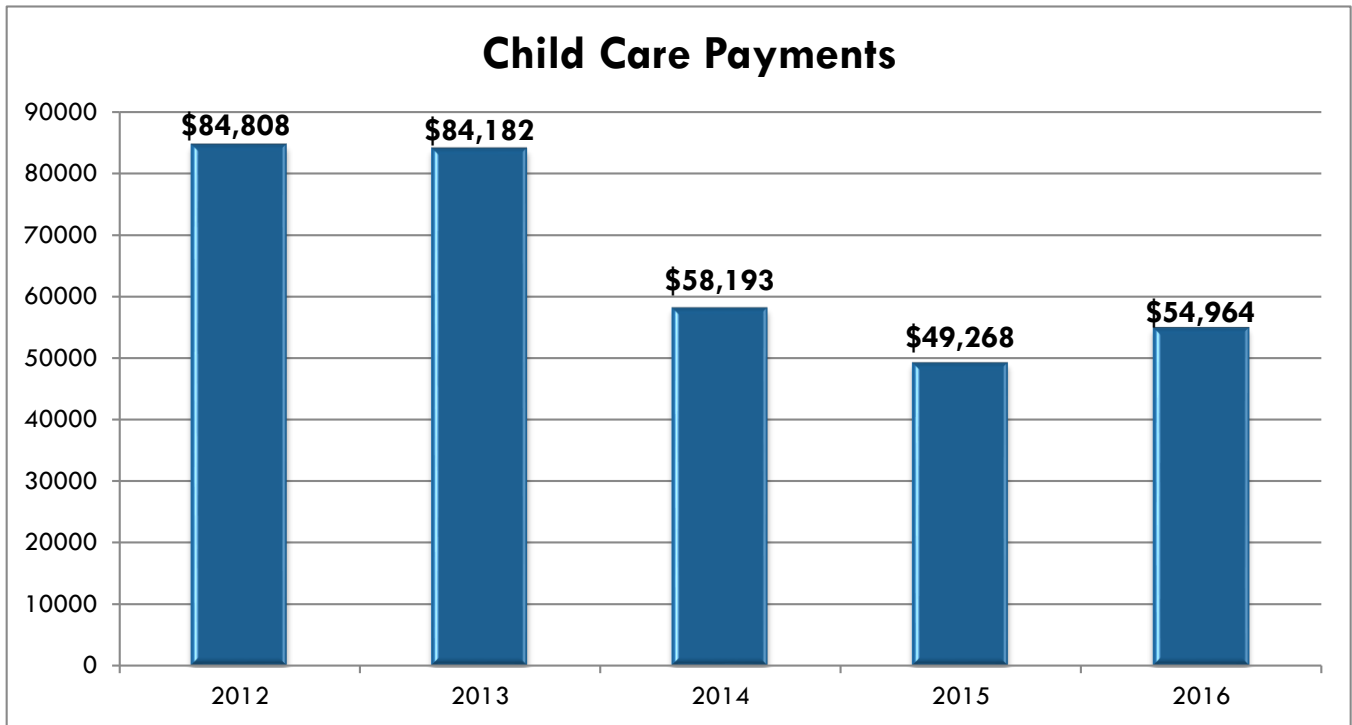
Taking our mission to heart, in January we piloted a new way to have customers apply for benefits. The new delivery model was called On-Demand Interviews and it allowed customers to call our consortium and complete an application at the time of the call. The new model improved customer service, reduced the waiting time for benefits, and changed the way we do business. Members of the ES Section completed training for the new model and gradually enhanced their skills over time in 2016.

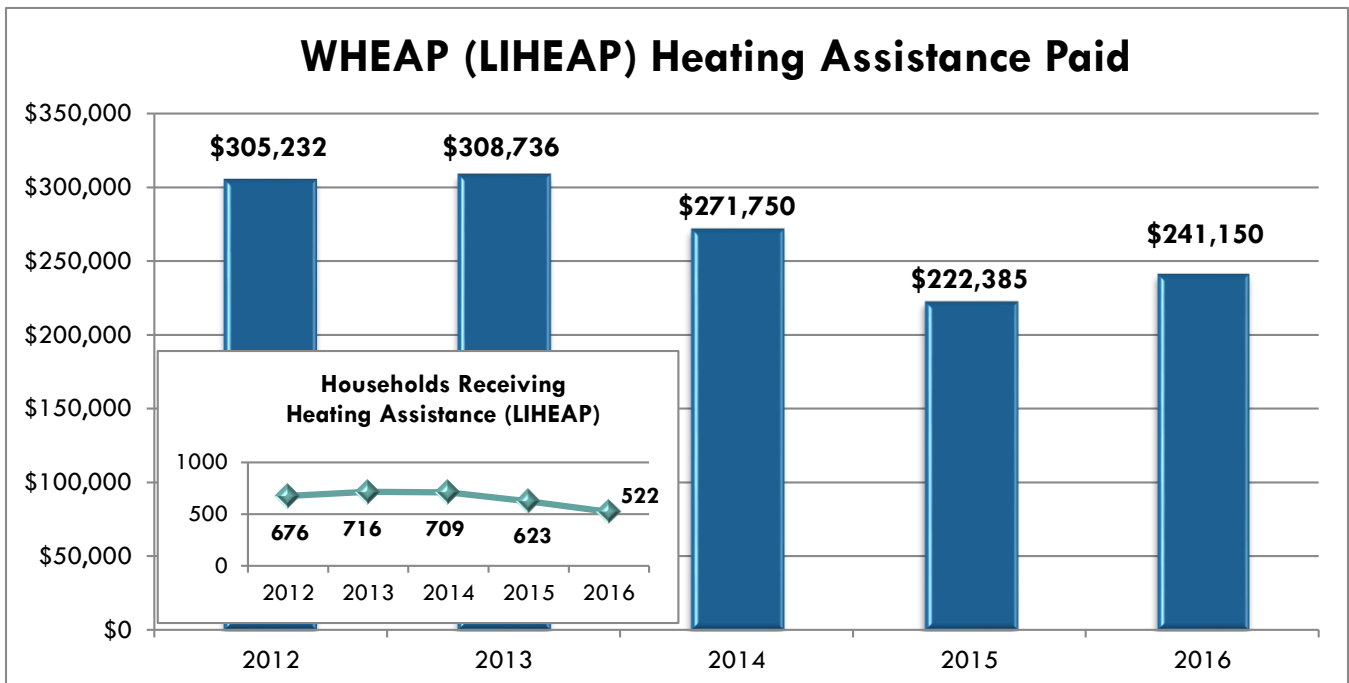
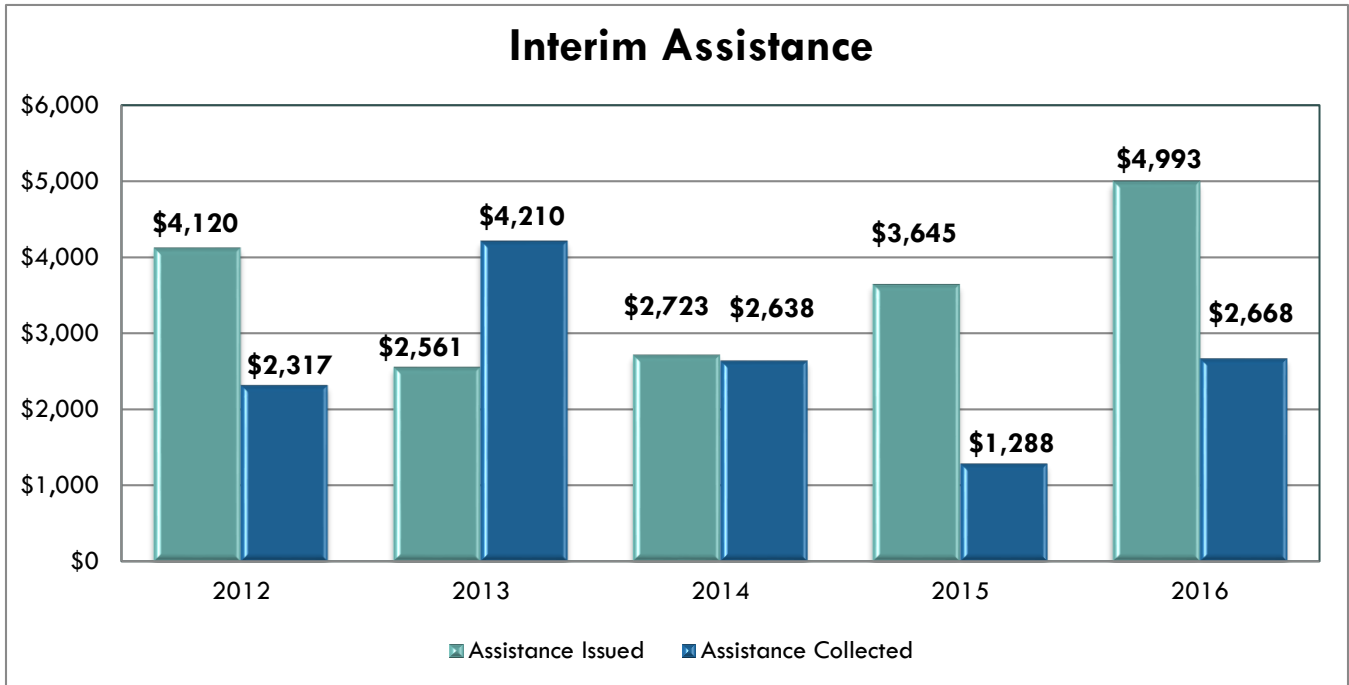
Customer service was further enhanced in the Spring with the implementation of real time eligibility and automated case processing. The goal was to allow customers to apply for benefits on-line and achieve the same outcome as an on-demand interview offered through our call center. The scope of those potentially eligible for the stream-lined application process is much narrower, but to those who qualify, it helps to quickly connect them to needed services.

In September, our section opted to implement a shortened application process for the Wisconsin Home Energy Assistance Program (WHEAP) called Abbreviated Applications. Certain fixed-income households who qualified for this program were allowed complete the application process with a simple and short interview over the phone. No additional documentation was required. The Abbreviated Applications helped ensure that qualifying households were able to obtain a home heating benefit before the winter season.

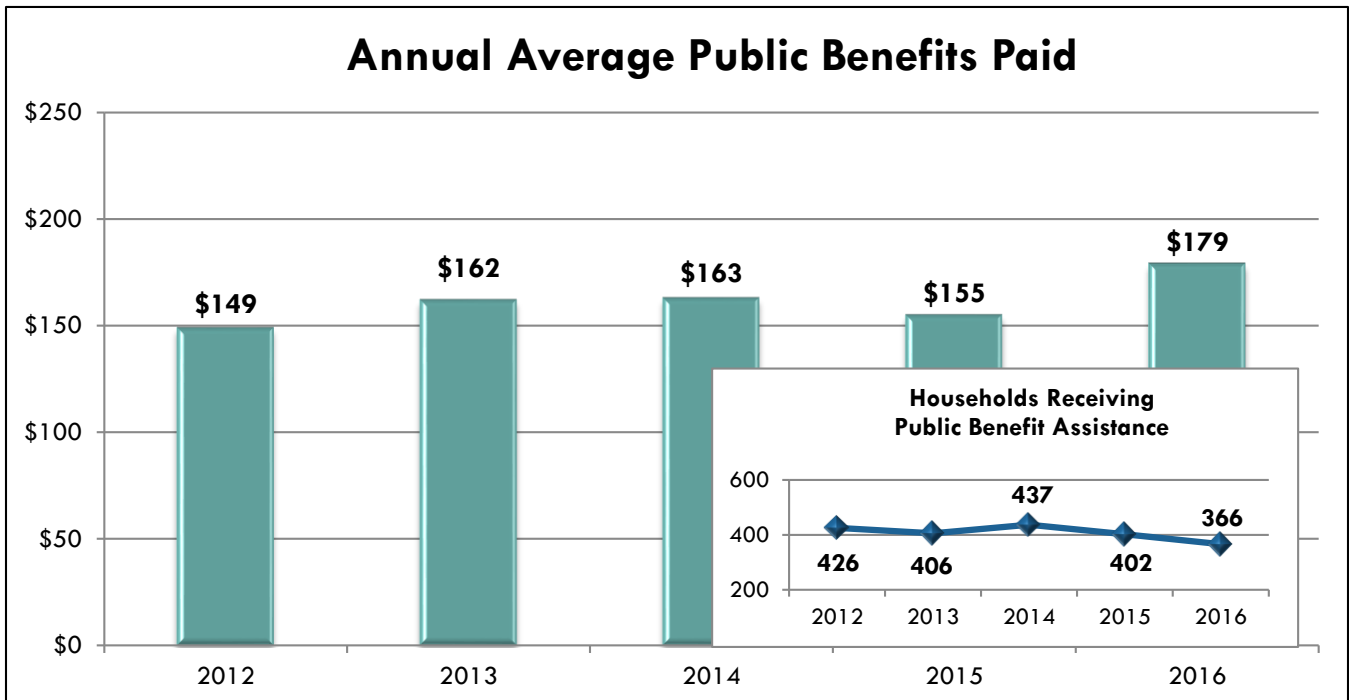
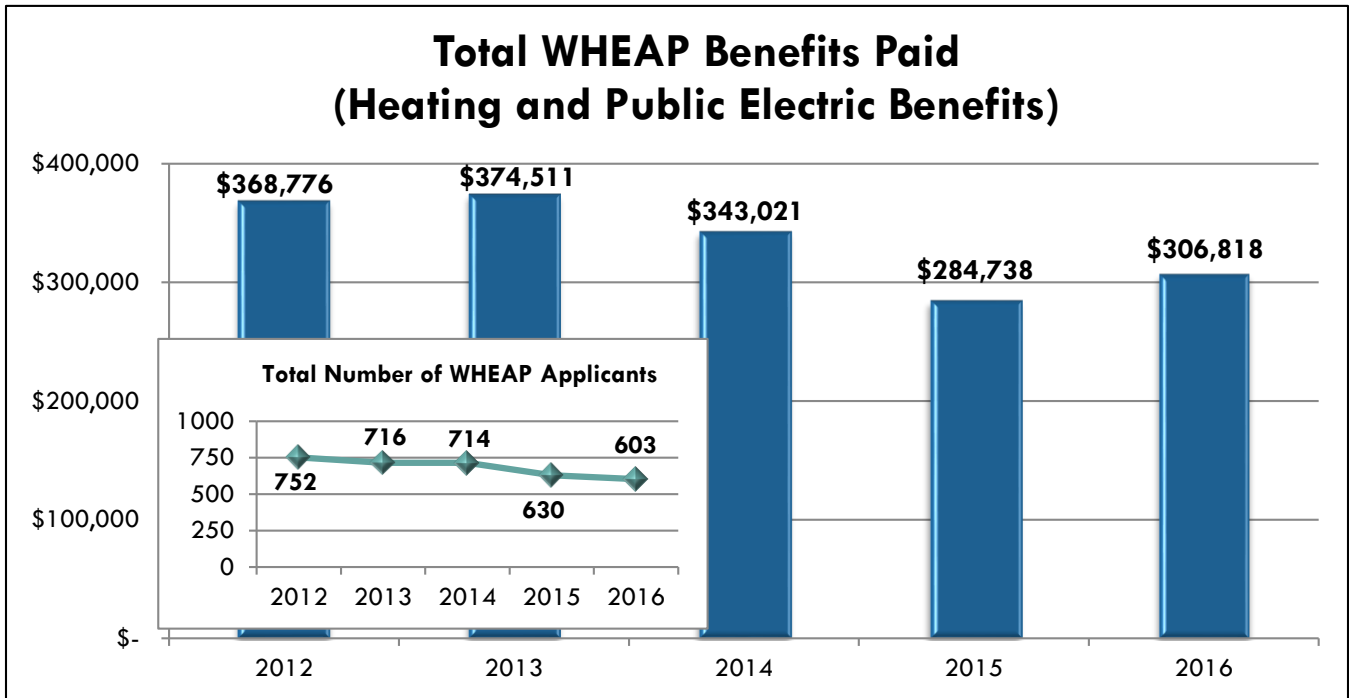
In 2016, each member of our section was recognized for their hard work with a Certificate of Achievement. The recognition came from the Midwest Partners in Program Improvement Supplemental Nutrition Assistance Program Conference where our consortium was recognized for our efforts to improve service. The award states the following; “In recognition of consistent effort to improve efficiency and timeliness of FoodShare applications and renewals and also demonstrating a willingness to test new businesses in order to better serve the FoodShare members of Wisconsin.”

2016 was a year of growth, challenge, celebration and transition. Each step of way, we keep our mission forefront in our mind and use it as a driving force when planning for the future.









## FAMILY SERVICES SECTION

ELIZABETH SKULAN, DIRECTOR

The mission of the Family Services Section is “to provide a safe and stable environment for identified children and families through empowerment and support.”

The Family Services Section began 2016 with a larger staff. A half-time Social Work Aide was hired in January 2016 to assist Social Workers. Then a part-time, grant funded Family Specialist position evolved to a full-time, county funded position late in 2016.

Out of home placements increase dramatically in 2016. The number of children in care climbed 45% (from 20 to 29) for children placed by the Bayfield County Circuit Court and increase by 31% (from 12 to 17) for children placed by the Red Cliff Tribal Court. Bayfield County staff work closely with Red Cliff Indian Child Welfare for numerous reasons: Bayfield County must ensure that monthly home visits are made with all children; Bayfield County is financially responsible for all Tribal Court out of home placements; Bayfield County partners with Indian Child Welfare staff on cases whenever a request is made by the Red Cliff Tribe; Bayfield County takes jurisdiction of cases upon request of the Red Cliff Tribe; and turnover and other staffing issues during 2016 in the Indian Child Welfare Department required Bayfield County staff to assist more than they otherwise might. The primary reason for the increase in out of home placements was child abuse or neglect due to substance use disorders by the caretakers of children.

Services to individuals with mental health issues were more difficult to procure as a primary psychiatrist in the area left to work in another part of the state. The local hospital continues to try to recruit a new full-time physician to fill this gap.

Enrollment to the Comprehensive Community Services (CCS) Program continued to increase. CCS is a recovery focused community based program for individuals of all ages who struggle with mental health and substance use disorders. The program was implemented January 1, 2015 under a conditional certification. Since its implementation, the CCS program has continued to grow and the number of participants has not plateaued yet. The program has not yet matured and challenges are addressed as they arise. The current goals for oversight are Improving: efficiency; financial reporting; quality and quantity of the services. The program was reviewed by the Department of Quality Assurance in December of 2016 and will be certified for two years beginning January 1, 2017.

The number of Emergency Detentions decreased slightly in 2016. However, the total cost in 2016 for the 14 individuals who were emergency detained and admitted to mental health facilities was concerning. Bayfield County is seeing more individuals, youths and adults, with more complex mental health and addiction needs than ever before. Statewide and nationally, there have been increases in cost and complexity for those being served. Fortunately, there were third-party payors who will provide funding through Medicare, Medicaid, and private

insurance that will offset costs incurred. Unfortunately, there are few resources available in Northern Wisconsin to meet this need. Future changes to the Affordable Health Care may mean more costs for mental health and substance use disorder services will shift to county tax payers.

A child death investigated in 2015 to determine if the death was a result of abuse or neglect, required a state review in 2016. Family Services staff met with state Department of Children and Family Staff to review how the investigation was conducted; what services had previously been provided to the family; and if improvements could have been made in the process. The death was determined by law enforcement to be the result of a tragic accident, rather than any abuse or neglect. The review, however, opened doors for Bayfield County to participate in systems improvement in the State of Wisconsin when reviewing instances of a child death. This is an exciting opportunity for staff.

There was a significant change in the law in July 2016 that affected the way that emergency detentions are authorized. Beginning January 1, 2017 emergency detentions must be authorized by a mental health professional as defined in DHS Administrative Code 34. This required joint meetings with staff, local law enforcement, and a local contractor to change and implement new policy. The policy is in place and is working well.

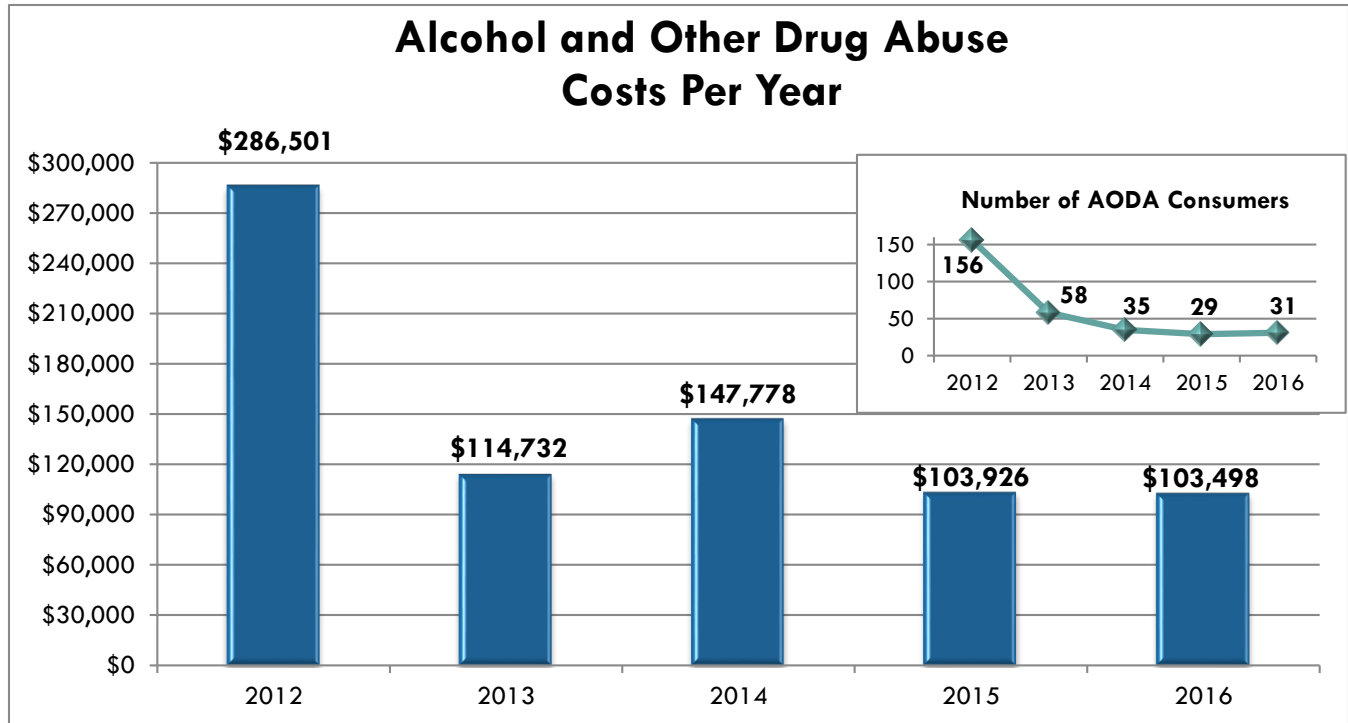
Regrettably, there was some staff turnover in Family Services in 2016. Bayfield County continues to struggle to recruit and retain qualified social workers. This is not an issue specific to Bayfield County and a statewide workgroup was formed in 2016 to begin to look at strategies that organizations might employ to combat the problem.

Staff continue to work hard with individuals and families whose lives and problems are more complex than ever. Bayfield County is fortunate to have staff who commit their efforts to those less fortunate and who dedicate their lives to keeping people safe regardless of the challenges that they face. In 2016, Bayfield County spent approximately the same amount of money and served an additional two consumers than the previous year. The County and its residents continue to benefit from insurance coverage provided under the Affordable Care Act.

## PROGRAM SUMMARIES

### **Alcohol and Other Drug Abuse (AODA):**

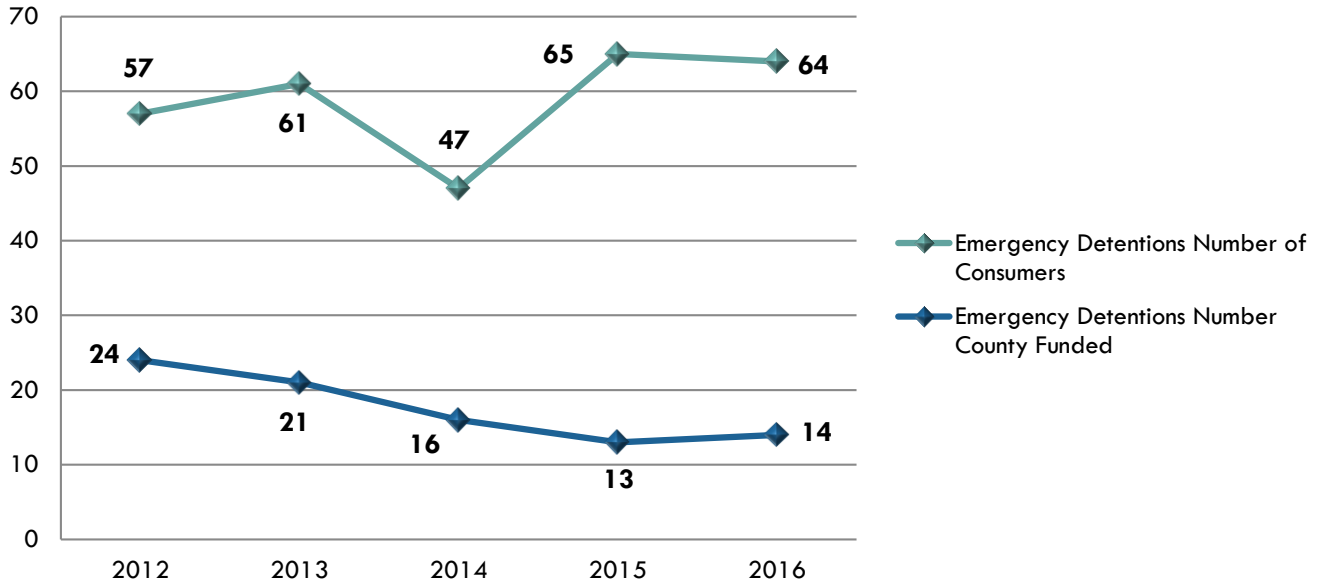
Bayfield County funded 31 consumers in 2016 at a cost of \$103,498.



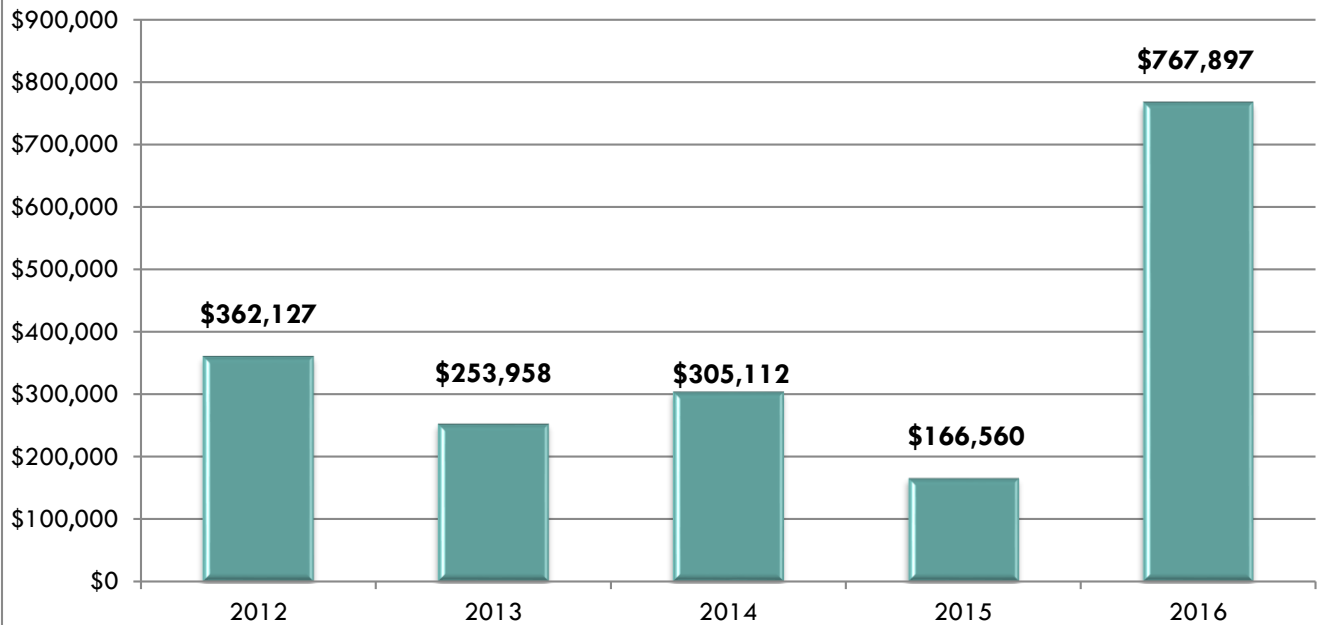
### **Emergency Detention (ED):**

Bayfield County funded the emergency detentions of 14 clients in 2016. Some individuals were subject to multiple emergency detentions and were placed in more than one facility during the year. The remaining 50 individuals who were detained were funded by a third party: Medicare, Medicaid or private insurance. The costs included on the chart below are gross expenditures for each year, offsetting revenues are not included. In 2016, the complex mental health and substance use disorder needs of clients were at a level that exceeded the prior four years. From 2012 to 2015 an average of five individuals were placed annually for an average 153 days in Winnebago, the State mental health institute. In 2016 thirteen individuals were placed at Winnebago for a total of 482 days. The cost of commitments to Winnebago alone were \$518,206, offsetting revenues to the facility were just over \$200,000. The offsetting revenues for emergency detentions in 2016 made it possible for the department to end 2016 without requesting additional county levy despite elevated costs in mental health and substance use disorder services.

### Emergency Detention Consumers



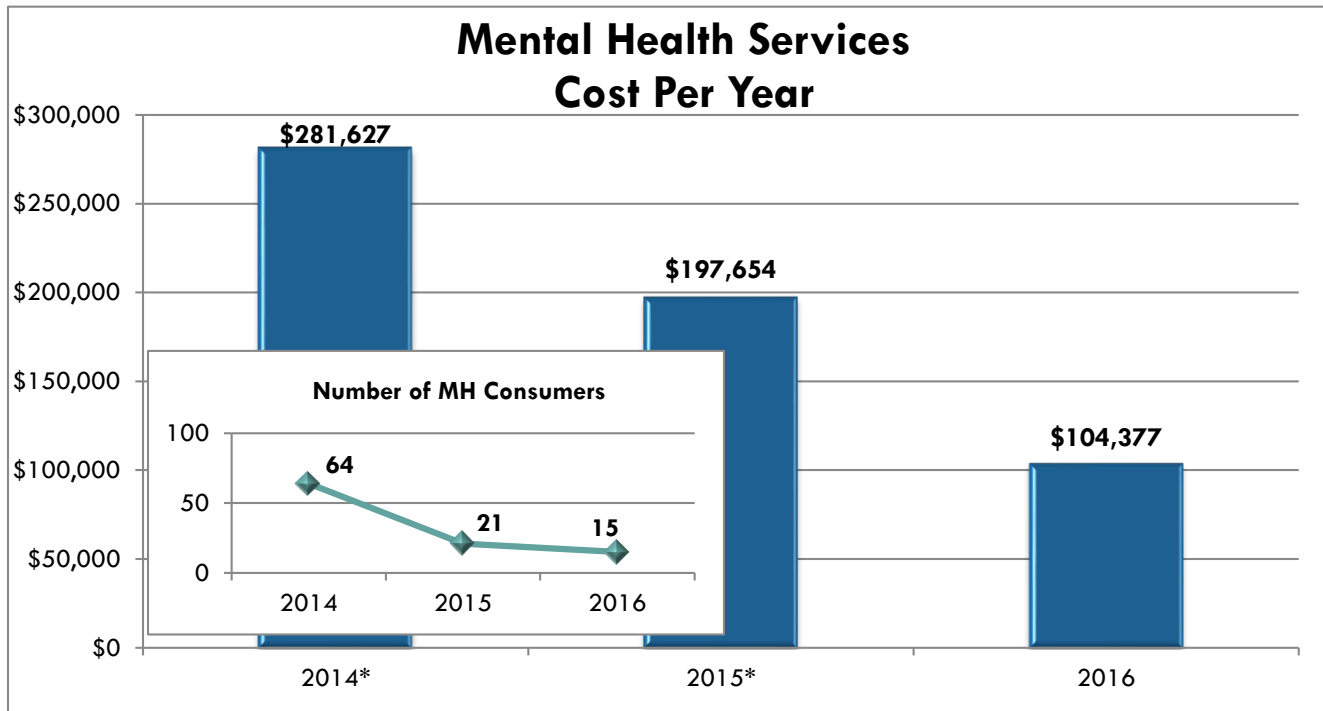
### Emergency Detentions



## Mental Health (MH):

Bayfield County funded 15 consumers in 2016 at a total cost of \$104,377.

Insurance coverage through the Affordable Care Act plus the implementation of the Comprehensive Community Services (CCS) program in 2016 resulted in a lower number of consumers whose Bayfield County Mental Health and AODA services had been previously funded with county levy.



\* State Mental Health Institution Cost moved to Emergency Detentions, page 23.

## Bayfield County Comprehensive Community Support Program(CCS):

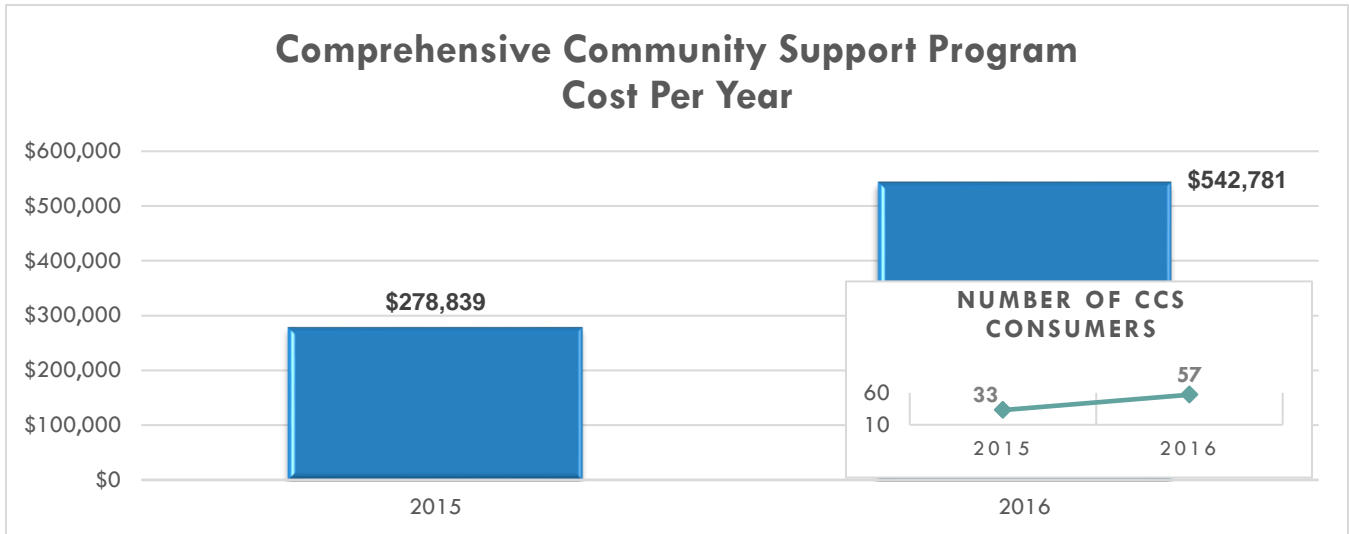
CCS was implemented January 1, 2015 Bayfield County. Therefore, there is no previous data on this program. The program continued to expand in 2016 and enrollment has not plateaued yet. Individuals must be Medicaid eligible to receive CCS services.

**Comprehensive Community Services (CCS)** is a program for individuals of all ages who need ongoing services for a mental illness, substance use disorder, or a dual diagnosis beyond occasional outpatient care, but less than the intensive care provided in an inpatient setting. The individual works with a dedicated team of service providers to develop a treatment and recovery plan to meet the individual's unique needs and goals. The goal of this community-based approach is to promote better overall health and life satisfaction for the individual.

*Definition is directly from the Wisconsin Department of Health Services Website:*

<https://www.dhs.wisconsin.gov/ccs/index.htm>





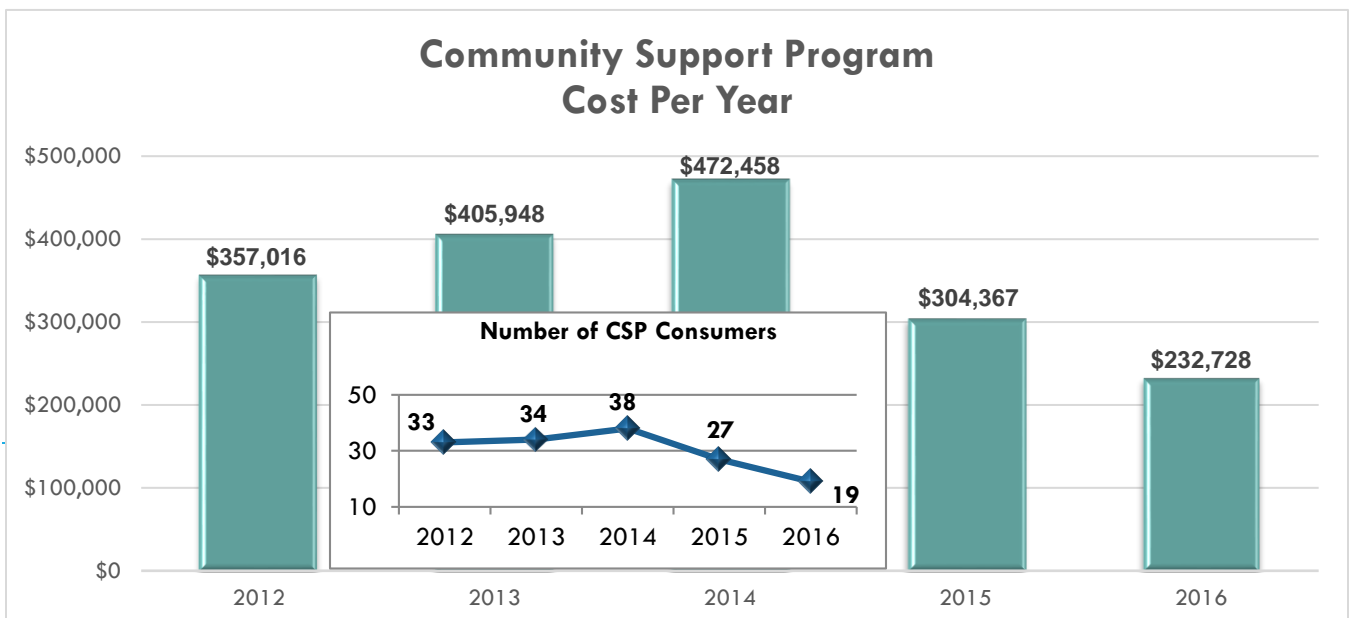
**Bayfield County Community Support Program (CSP):** In 2016 Bayfield County served 19 consumers at a total cost of \$237, 738 in CSP.

The Community Support Program (CSPs) provides community based services for adults living with a serious and persistent mental illness. CSPs provide coordinated professional care and treatment in the community that includes a broad range of services to meet individual's unique personal needs, reduce symptoms, and promote recovery. CSPs are designed to be capable of providing services that can be tailored to the individual's needs at any given time, ranging from minimal to intensive, or a level that might otherwise require care in a hospital setting.

*Definition is directly from the Wisconsin Department of Health Services Website:*

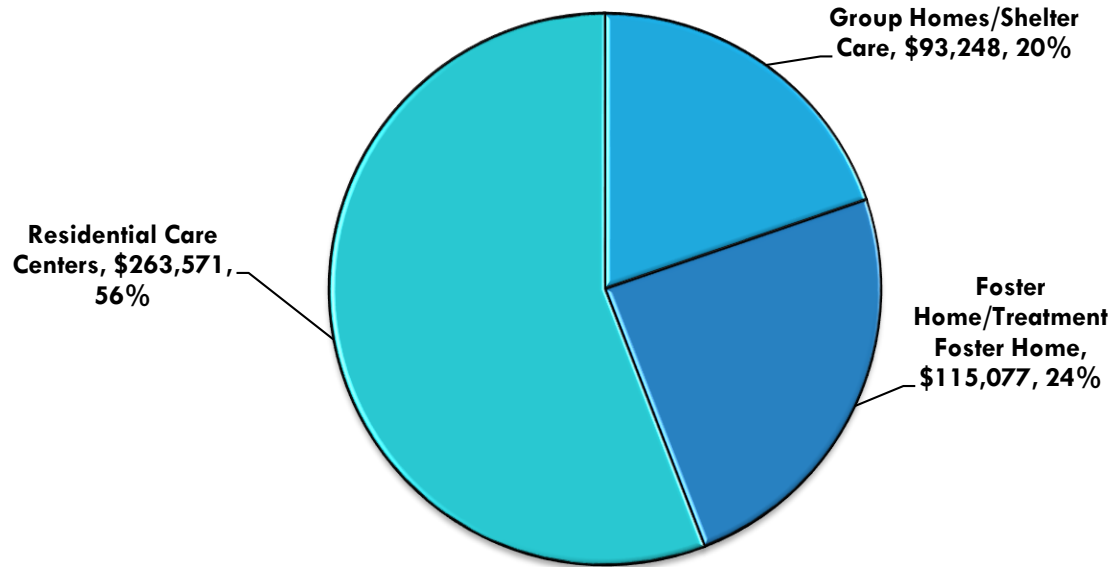
<https://www.dhs.wisconsin.gov/mh/csp.htm>

Prior to January 1<sup>st</sup>, 2015, CSP was the only community based service available to Bayfield County residents with mental health needs. With the implementation of CSS, another program option was available to this target population. This additional option has resulted in a reduction of CSP participants as residents were offered the program better suited to meet their needs.



## 2016 Substitute Care Placement Cost

### Gross Year Total = \$450,825



Service	2012	2013	2014	2015	2016
Corrections	\$68,512	\$93,404	\$0	\$0	\$0
Treatment Foster Home Administrative Costs	\$15,770	\$10,477	\$30,636	\$9,800	\$0
Group Homes/Shelter Care	\$48,048	\$46,912	\$115,066	\$119,238	\$93,248
Foster Home/Treatment Foster Home (TFH)	\$66,953	\$86,975	\$61,621	\$102,871	\$115,077
Residential Care Centers	\$256,090	\$278,287	\$213,325	\$218,916	\$263,571
<b>TOTAL</b>	<b>\$455,373</b>	<b>\$516,056</b>	<b>\$420,648</b>	<b>\$450,825</b>	<b>\$471,896</b>
Offsetting Revenues	\$51,526	\$32,958	\$40,000	\$29,738	\$37,485

## AGING AND DISABILITY SERVICES SECTION

CARRIE LINDER, MANAGER

The mission of the Aging and Disability Services Section is to *“Support independent community living by respecting personal choices.”*

2016 marked a year of partnering with many other agencies and individuals that brought opportunities to support the mission of the Aging and Disability Services section, which is to “support independent community living by respecting personal choices”.

In February, a “Healthy Fares” vegetarian option was developed and later added to the Barnes Senior Dining site menu 3 days a week. Still providing one third of the RDA, this new option has provided options to meat for the protein portions of the meal. Beans and legumes, tofu and Tempeh has been introduced into the menu to create options as Black bean taco salad, Potato parsnip tofu gratin and Tempeh pepper steak. This was made possible through a partnership with Chartwells of Northland College. They serve vegetarian meals to the student body on a regular basis, so were open to adding this as an enhancement to the Elder Nutrition Program.

Planning and collaboration with the Extension Family Living Agent took place in February to develop a newsletter that focuses on caregivers and older adults. Titled: “Living Well in Our Best Years”, two editions of the newsletter published and distributed throughout Bayfield County to well over 900 individuals (electronically and hard copy combined) in 2016. Some of the topics covered included: managing stress, coping with loss, driving concerns, diffusing conflict, compassion fatigue.

Collaboration with the Iron River Lions Club took place in March to coordinate and host a Community -wide Heath Fair in the Iron River area in April. Over 40 vendors from the region were on hand to provide information on their services and resources. In addition, screenings for vision, hearing, memory, blood pressure and blood glucose were available; and informational sessions on a variety of topics were available throughout the day.

The Aging and Disability Resource Center of the North was successful in obtaining a Dementia Crisis grant from WIDHS. The main goal of the grant was to train professionals in a role to interact with individuals diagnosed with dementia and experiencing a crisis. By utilizing the Alzheimer Association of Greater Wisconsin Chapter training program “Approaching Alzheimer’s: Make Your First Response the Right Response” individuals from EMS, the Managed Care Organization, home health agencies, law enforcement, park service, public housing, circuit court, were trained on appropriate response for those experiencing a crisis and diagnosed with dementia. Productive discussions took place at each training, which led to further enhancement of personal skills and identification of gaps in what resources are available to help fully support people with dementia.

In August, the newly created Social Work Aide position was filled. This position has provided support to the Aging and Disability Services section in a variety of ways, including oversight of the Washburn Congregate Meal Site and more comprehensive oversight of the home delivered meals program. This position has also begun providing short term case coordination and follow up for vulnerable individuals who may not be eligible for any other services but in need of some assistance to help maintain their health and safety.

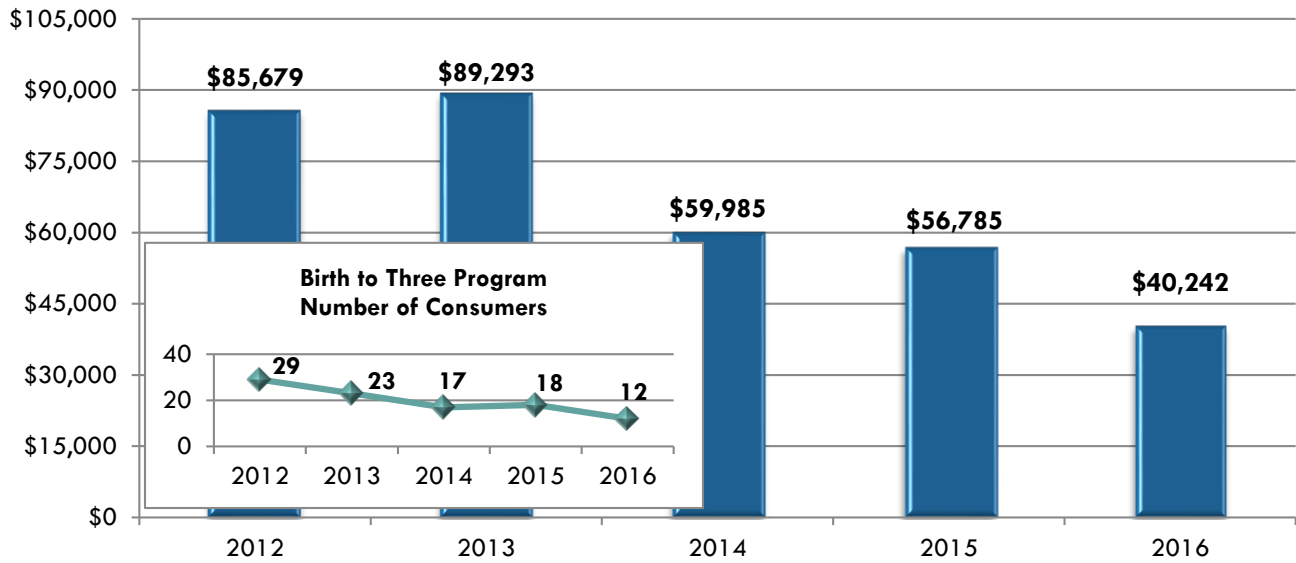
In October, Adult Protective Services staff worked with WITC and representatives from The Hoarding Project to provide community-wide training about hoarding. Close to 50 professionals participated in a day-long training at WITC to learn more about the disorder, which is now an official diagnosis in the DMS-5. Additional technical assistance was provided at a half-day intensive training with the members of the Elder and Adult at Risk Teams from both Bayfield and Ashland Counties. Attendees were able to work together to better understand how each plays a role to help support people who hoard, manage their condition.

In November, memory screens were offered in 6 locations throughout the county. This has proven to be an excellent outreach tool, as a memory screen creates a baseline for a person who may be experiencing some memory issues, so that the future changes can be noted. Early detection has been proven to be critical in treating memory issues. Just as blood pressure, cancer, diabetes or stroke screening contribute to prevention and better treatments, so do memory screens. Those who were screened received immediate results and could put their minds at ease, or confirm that there are concerns that need additional follow up.

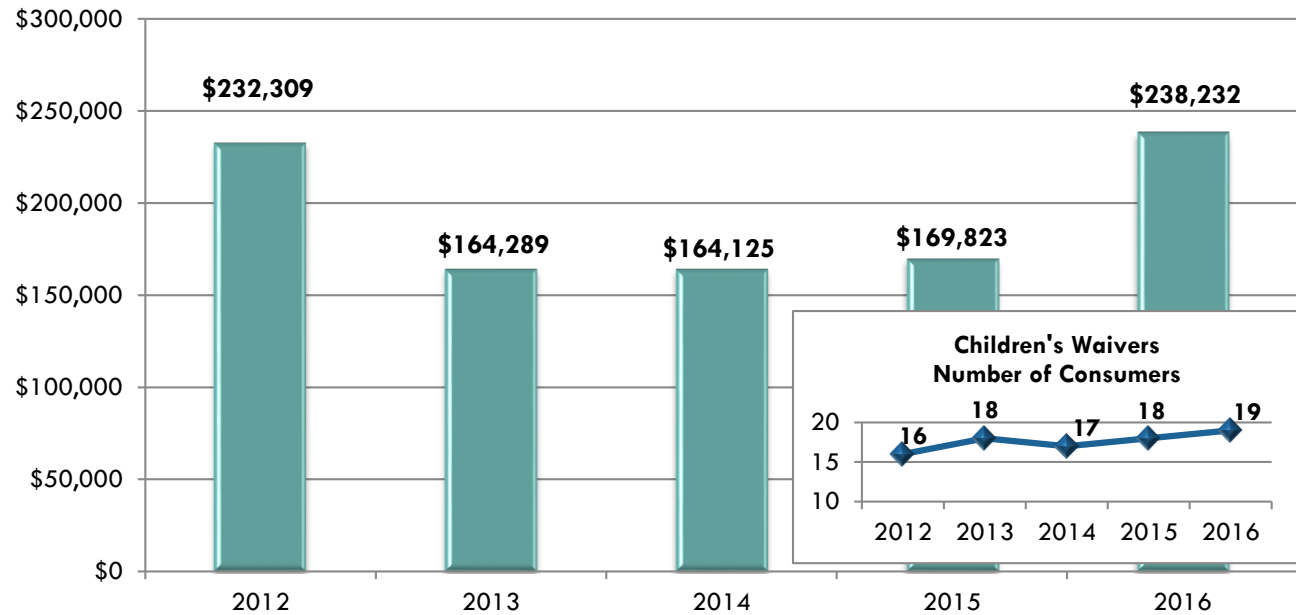
Throughout the year, staff of the Aging and Disability Services Section participated in a variety of outreach events including the 55+ Expo and the Home and Garden Show in Ashland, Rock Your Moc's health fair in Red Cliff and the Bayfield County Fair. Staff also coordinated and hosted two sessions of "Let's Talk About Medicine", which are meant to help people become more capable of managing their medicines correctly. Adult Protective Services staff collaborated with Ashland County to promote World Elder Abuse Awareness Day with an event held at the Northern Great Lakes Visitor Center. Various staff also met with representatives from public housing to create a mutual understanding of how we can all work together to better support more vulnerable members in our communities.

Many good deeds and positive outcomes came from hard work and perseverance throughout the year. Team work pays off in the end and we can all say that working together makes us better and stronger and ready to help others.

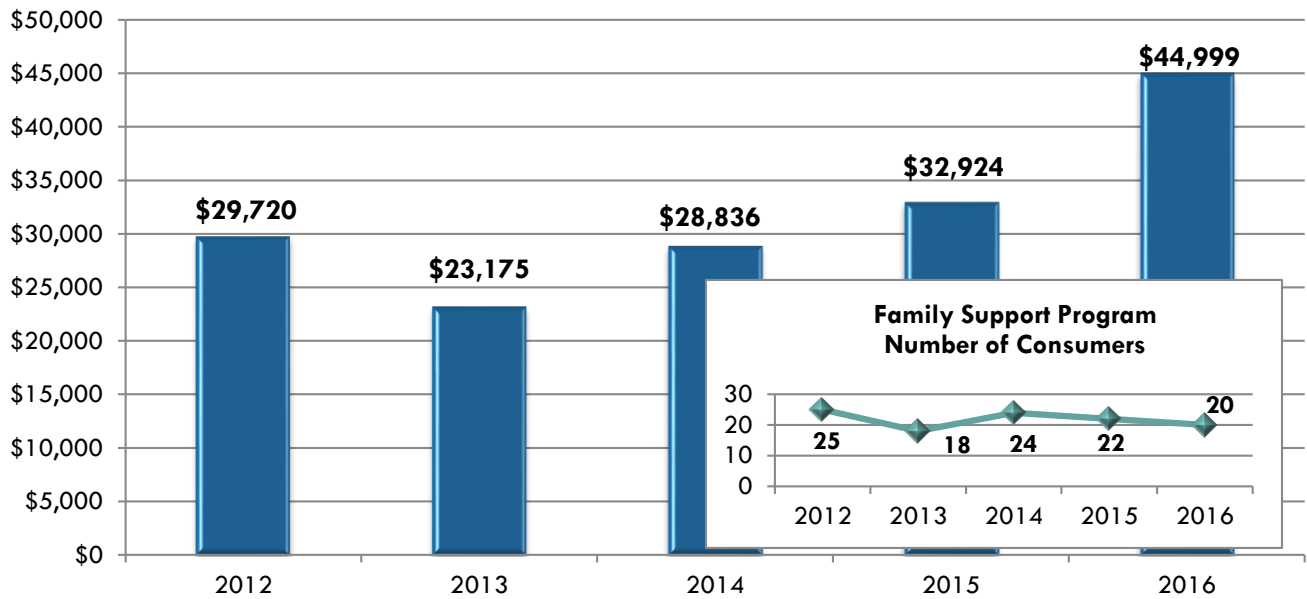
## Birth to Three Program Cost Per Year



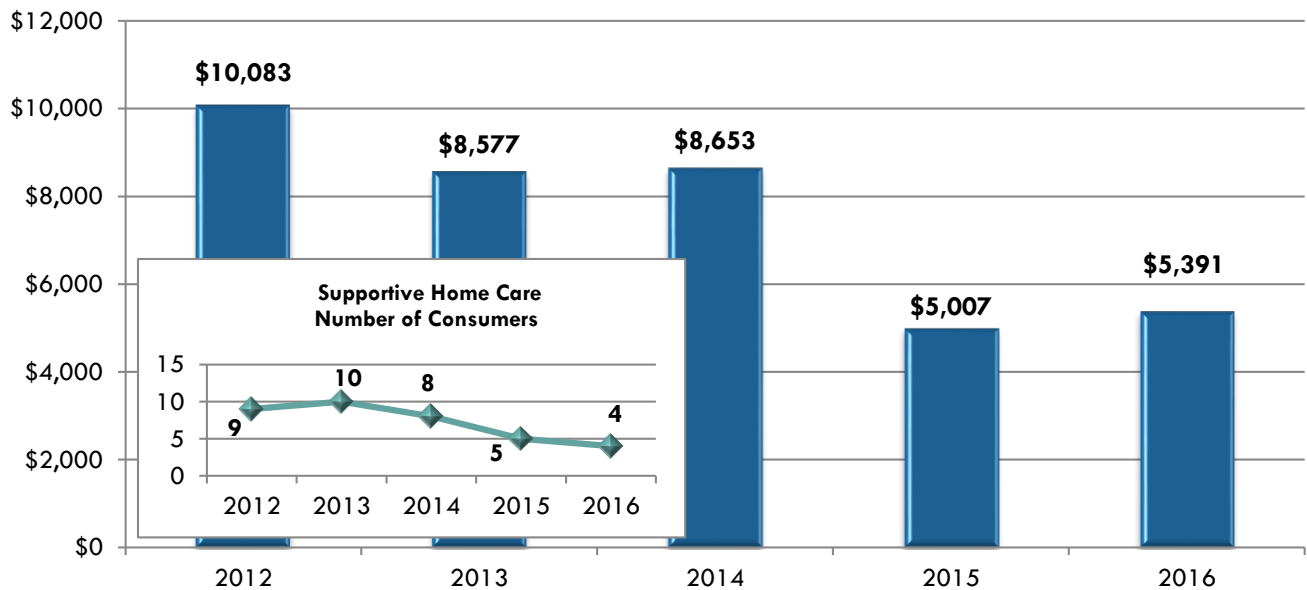
## Children's Waivers Cost Per Year



## Children's Community Options Program Cost Per Year

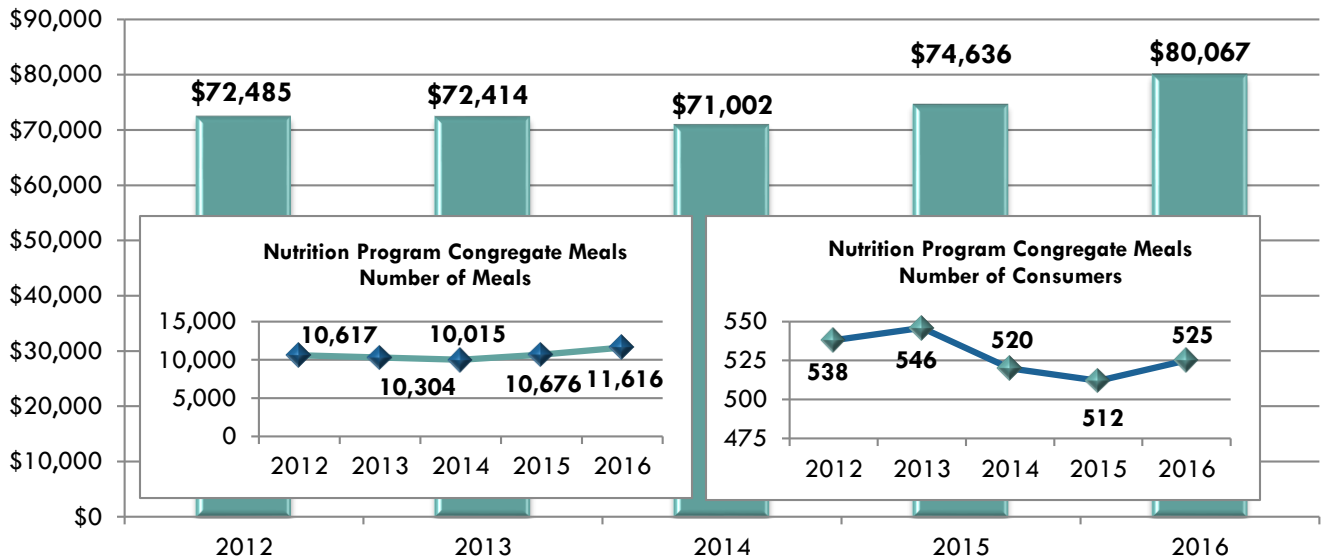


## Supportive Home Care County/Community Aids Cost Per Year

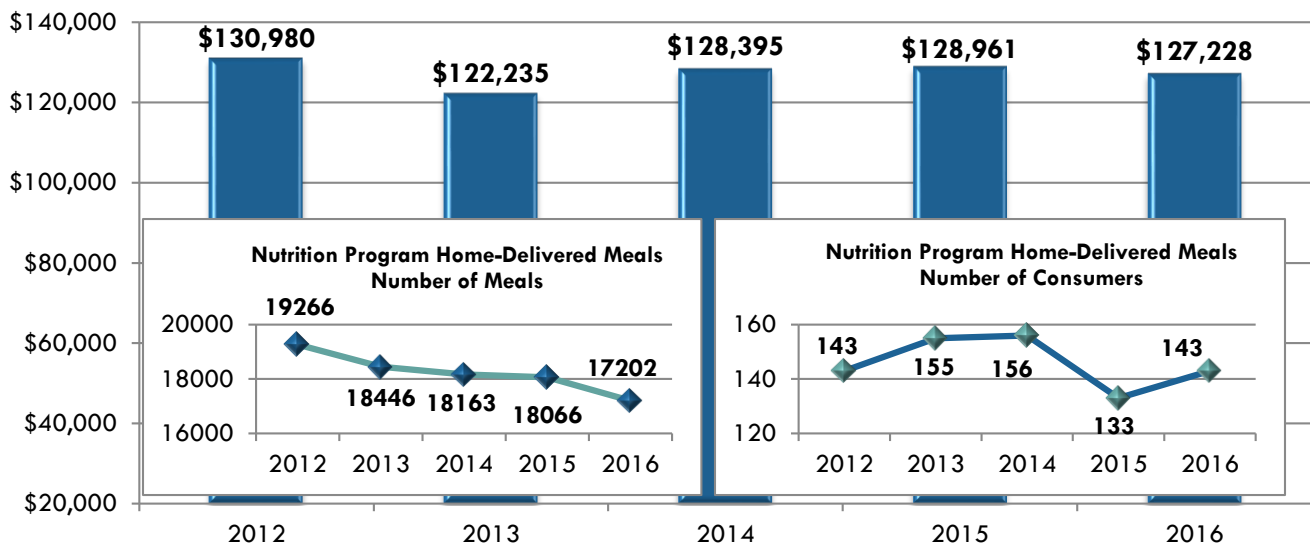


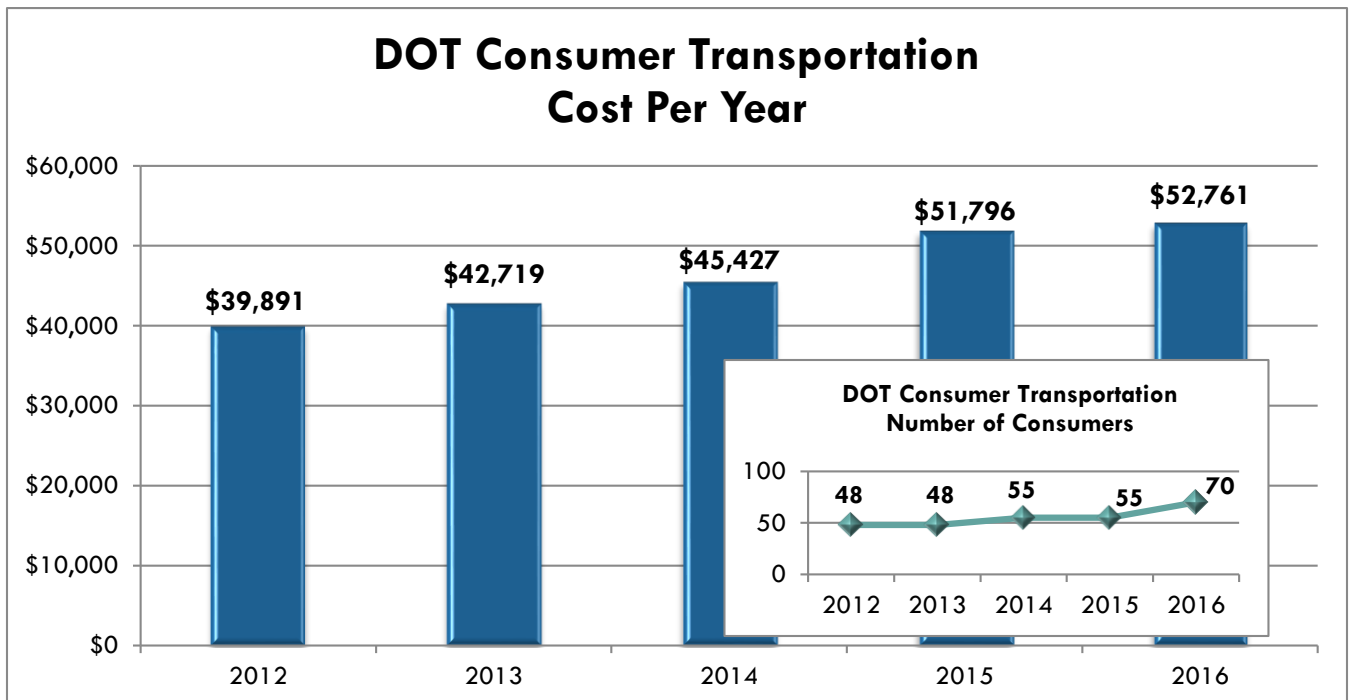
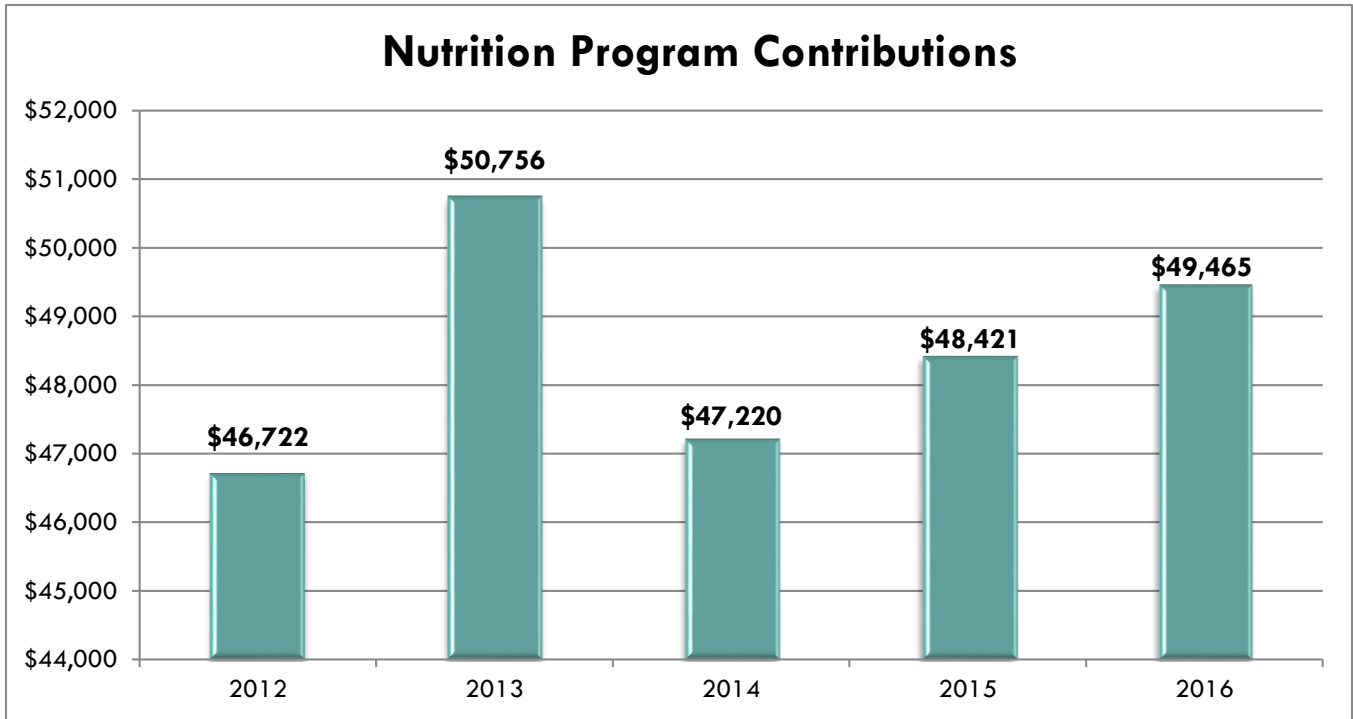


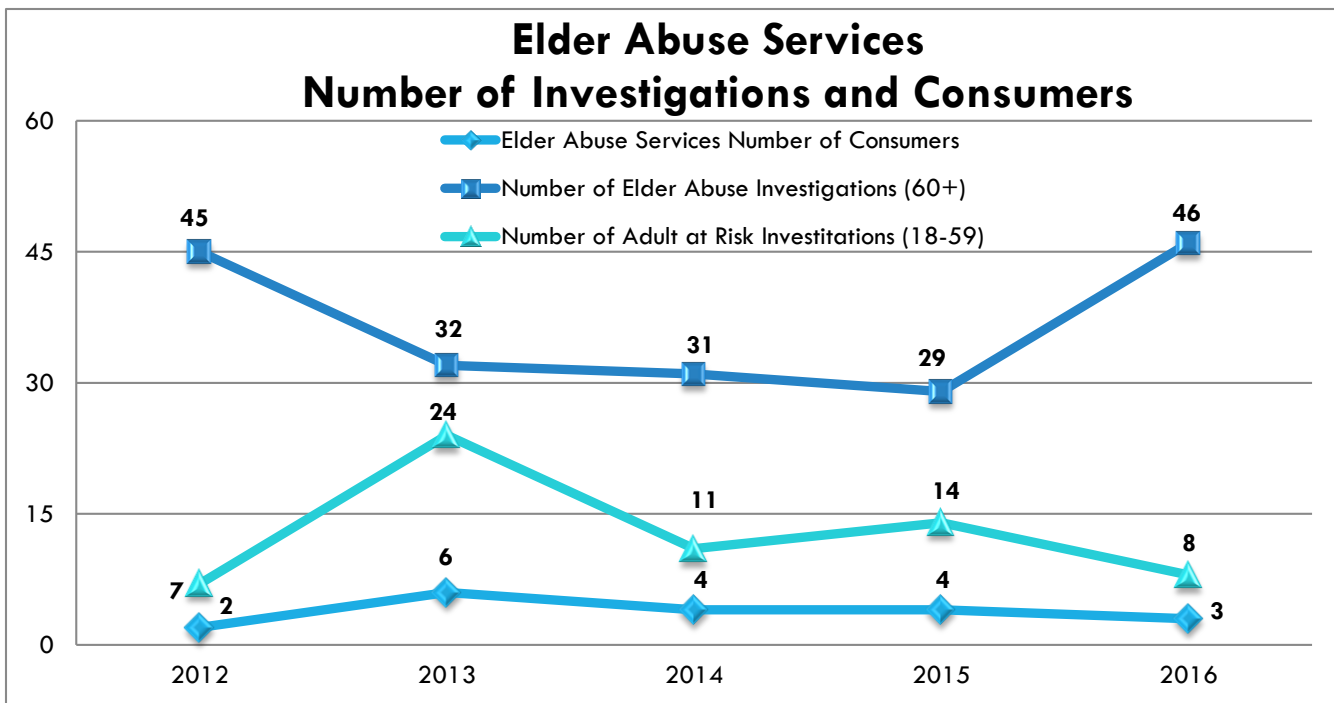
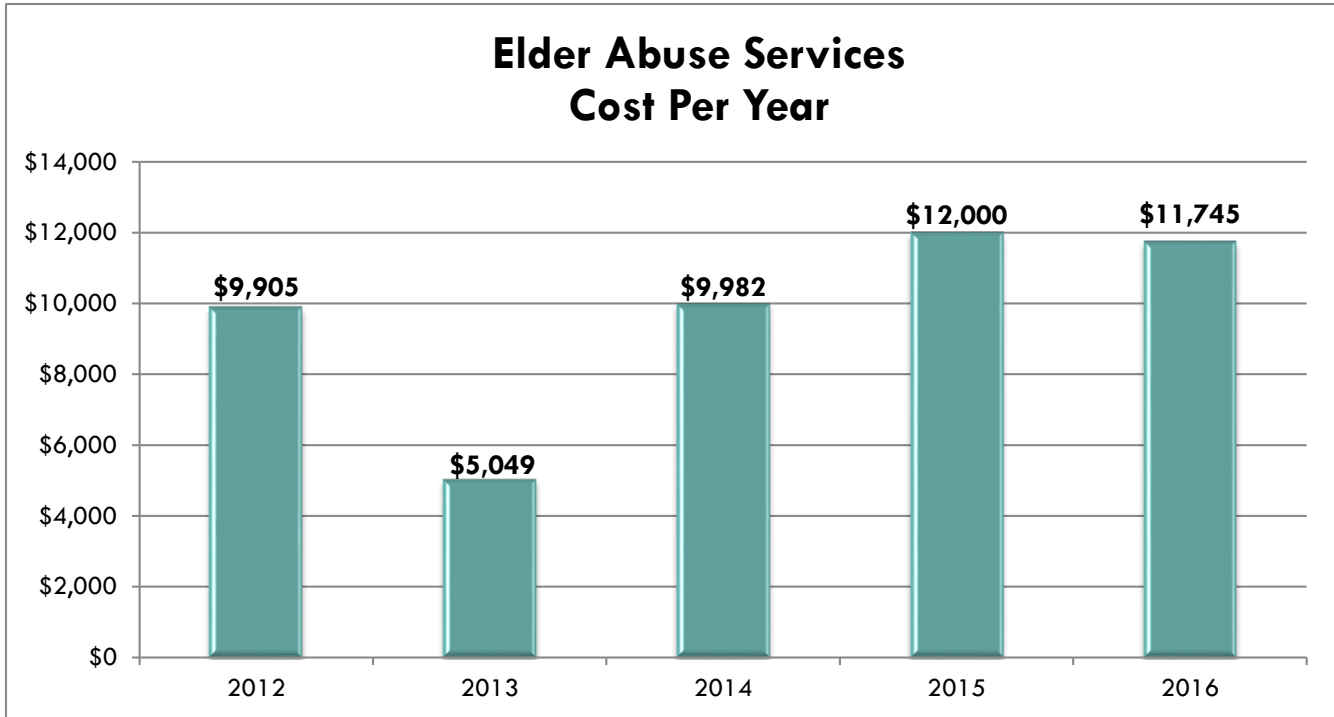
## Nutrition Program Congregate Meals Purchased Cost Per Year

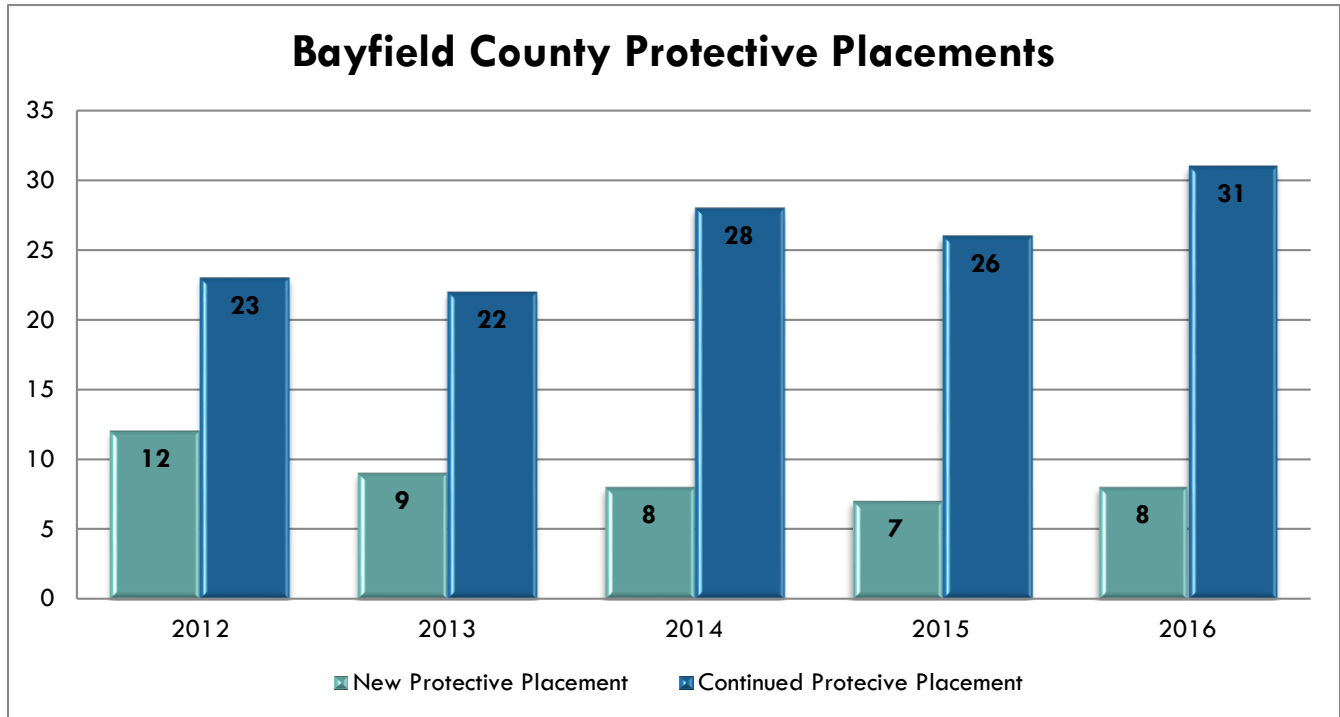


## Nutrition Program Home-Delivered Meals Purchased Cost Per Year









## DEPARTMENT OF HUMAN SERVICES CALENDAR YEAR 2016 ACCOMPLISHMENTS

- √ *Improved services to Bayfield County residents by piloting a new flexible work schedule with Aging and Disability Services staff which allowed them to modify their workday as needed to better meet the needs of clients.*
- √ *Improved choice to address the change in eating habits of older adults by implementing a “Healthy Fare” option at the Barnes congregate meal site.*
- √ *Began to address the needs of an exponentially increasing older adult population in Bayfield County by integrating a new full-time Social Worker Aide position into the Aging and Disability Services Section.*
- √ *Provided services to three children on the Children’s Long Term Services (CLTS) waiting list with new state funding provided by the Department of Health Services.*
- √ *Improved services to regional Income Maintenance customers by successfully implementing a pilot for the On-Demand Interview model for public assistance programs by operationally restructuring the Northern Income Maintenance Consortium (NIMC) business model and appropriately training staff.*
- √ *Improved payment accuracy and began to detect overpayments in a more timely manner to reduce fraud in public assistance programs by successfully implementing a State Wage Information Collection Agency (SWICA) processing pilot in the Northern Income Maintenance Consortium (NIMC).*
- √ *Improved services to individual of all ages with mental health and substance use disorders through the Comprehensive Community Services (CCS) program by increasing enrollment and developing more services for children and families and improving the documentation as it relates to the approved array of services and targeted case management.*
- √ *Improved services to new staff by updating the orientation packet to reflect current County and Department policy and procedures.*
- √ *Improved local record keeping and accountability by conducting a physical inventory of all county owned office furniture, fixtures and equipment.*

## DEPARTMENT OF HUMAN SERVICES CALENDAR YEAR 2017 GOALS

- √ *Improve choice and address the change in eating habits of older adults by implementing a “Healthy Fare” option to all home delivered meal participants.*
- √ *Improve services to individuals who use the Northern Income Maintenance Consortium (NIMC) call center by preparing them for the transition to a new software (Genesys by Contact Center Anywhere) and by developing a training plan for staff prior to implementation of the project.*
- √ *Increase services to individuals who apply for the Wisconsin Home Energy Assistance Program (WHEAP) by increasing the number of outreach locations in Bayfield County from two to four during the 2017 to 2018 energy application season.*
- √ *Increase support to staff by developing a new electronic Training - Travel folder where staff may access all the policies, procedures and forms that they need to facilitate out of area travel or training.*
- √ *Improve services to all DHS consumers by allowing DHS staff to take advantage of a variety of software classes offered to all county employees in 2017. All Support staff will take one course, at a minimum, to upgrade and improve their office skills.*
- √ *Improve services that support healthy aging by creating and distributing a booklet that includes healthy activities available throughout Bayfield County.*
- √ *Improve services to individuals with dementia by hiring a summer Social Work Intern who will work on a project that will: identify area resources for those with dementia; provide dementia friendly training to businesses; develop crisis response resources; and explore the potential of including dementia related curriculum into high school health classes.*
- √ *Improve support to sound decision making for older adults reaching retirement age by implementing monthly Medicare 101 presentations throughout the county.*
- √ *Improve services to children and families involved in Child Protective Services and Child Welfare by taking advantage of the new Supervisor’s Training provided by the Wisconsin Child Welfare Professional Development System.*
- √ *Improve services to individuals enrolled in the Comprehensive Community Support (CCS) program by developing a plan to expand services in the Ashland/Bayfield County CCS region to Douglas County in 2018.*

## DEPARTMENT OF HUMAN SERVICES CALENDAR YEAR 2016 PERFORMANCE INDICATOR(S) / SUMMARY

### AGING AND DISABILITY SERVICES

*Carrie Linder, Manager*

#### Disability Benefit Specialist:

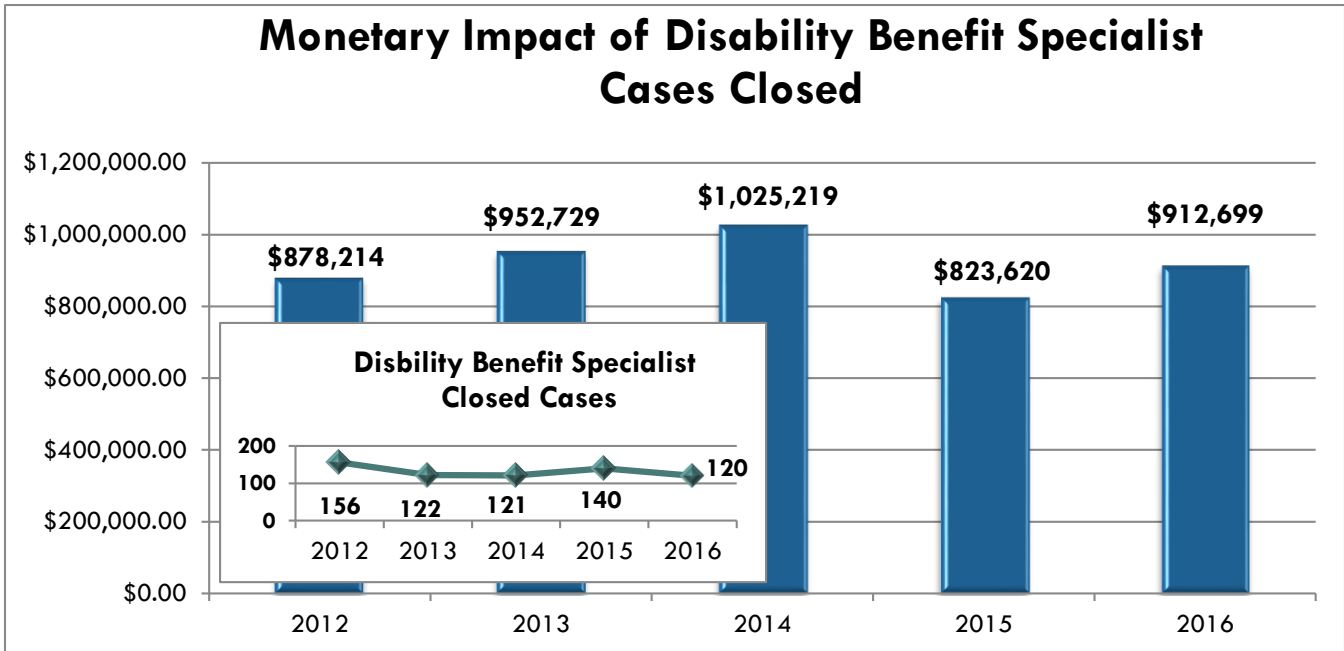
A Disability Benefit Specialist (DBS) provides free confidential services to individuals, ages 18 – 59 with a physical or developmental disability, mental illness, or substance abuse disorder. The DBS answers questions related to Social Security, Medicare, health insurance and/or other public and private benefits. They also provide assistance to those who have barriers to access benefits that they are eligible for.

We believe that tracking the activities of the Disability Benefit Specialist (DBS) Program will allow us a measurement that will gauge the efforts, activities, and success of the DBS. It will also provide us with the financial impact due to the efforts of the Disability Benefit Specialist.

2016 data comes from the internet-based DBS Secure Website. This data base is used exclusively by Disability Benefit Specialists throughout the state and includes data pertinent to individual caseloads as well as aggregate information.

Per the Summary Report, the Disability Benefit Specialist closed 120 cases with a total positive monetary impact of \$912,699 in 2016. Of the 120 cases closed, 44 (37%) were disability applications filed with the Social Security Administration and were either approved at the initial application or at the reconsideration. While the number of cases closed are lower, the monetary impact is higher than 2015. This fluctuation is dependent upon the type of benefit that was awarded; a Social Security Disability Insurance (SSDI) determination is worth \$26,953, while a Supplemental Security Income (SSI) is worth \$17,428.

An additional 14 (12%) cases were referred to a private attorney for further assistance. The Disability Benefit Specialist provides individuals with assistance on both the first and second appeal when applying for a disability determination with the Social Security Administration. If the decision needs further work in a third appeal, the DBS is required to turn the case over to private practice. If that private practice attorney is successful in assisting the individual obtain a disability determination, it is not reflected in the overall monetary impact of this program.



#### Aging and Disability Resource Center:

Aging and Disability Resource Centers (ADRCs) provide accurate, unbiased information and assistance to access community resources for older people and people with disabilities. Personalized assistance is provided at the ADRC, over the telephone, on the website, or at an individual's home. Information on a broad range of programs and services is available to any elderly or disabled individual, their friends and family members, professionals, and the general public. ADRC staff provides options counseling and assist people apply for programs or benefits. The ADRC also serves as the access point to publicly-funded long term care.

Data collection for ADRC activities includes the age of the contact; a disability type; the caller type; and at least one ADRC activity. ADRC activities include: general information and assistance; options counseling; private pay options; assistance with Medicaid applications; referrals to Economic Support; enrollment counseling; long-term care functional screening; follow up; and disenrollment counseling.

Statewide data indicates that the most frequently selected ADRC activity is information and assistance; this continues to be consistent for Bayfield County. A change in staff of Information and Assistance Specialists took place in June, 2016 and a change in the reporting system required by WIDHS was also implemented in the latter half of 2016. The change in the reporting system, and to a lesser degree, the staffing change may explain the significant decrease in the number of "Information and Assistance" units from 2015 to 2016 and almost a doubling of the units of "Assistance with Medicaid Application". Total enrollments into Family



Care or IRIS were 60 in 2016 and 41 in 2015, which represents a 68 % increase in enrollments over the past two years.

The definition of each ADRC activity is listed below:

**Information and Assistance (I&A):** Listens to customer inquiry, assesses customer needs, connects customer to service providers, or gains information to meet customer's needs

**Options Counseling:** Helps customer evaluate and analyze long-term care service options

**Private Pay Options:** Helps customer identify accessible service options for which they will pay

**Follow Up:** Contacts customer to determine if their needs were met

**Assistance with Medicaid Application:** Helps customer apply for Medicaid

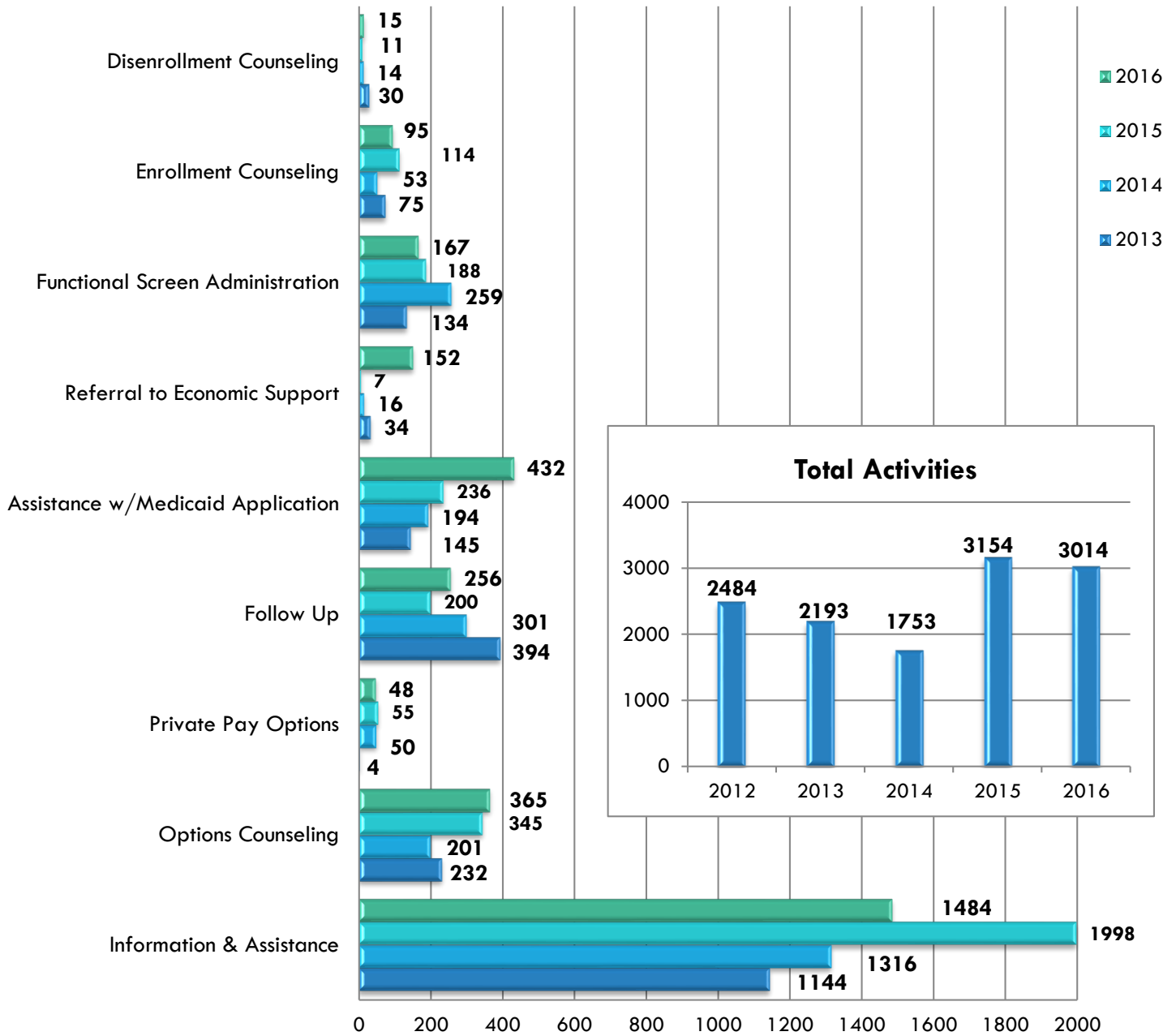
**Referral to Economic Support:** Refers customer to Economic Support

**Long Term Care Functional Screen:** Conducts screen

**Enrollment Counseling:** Helps eligible customer complete application and enrollment process for Family Care or IRIS

**Disenrollment Counseling:** Provides information regarding consequences to disenrollment and alternative choices to customers who choose voluntarily disenrollment from Family Care or IRIS; provides counseling to customers subject to involuntary disenrollment.

## Aging and Disability Resource Center (ADRC) Activities



## FAMILY SERVICES

*Elizabeth Skulan, Director*

### Juvenile Justice Program Update:

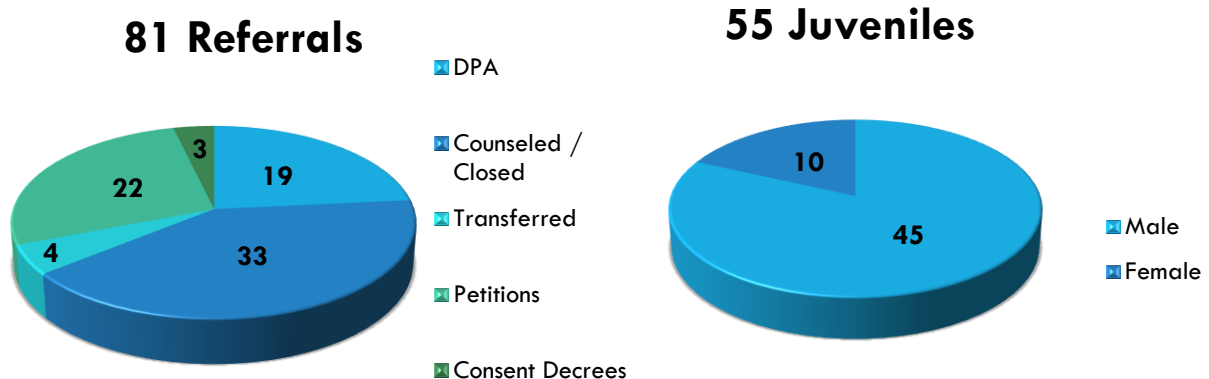
Bayfield County Juvenile Court Intake Referrals increased in 2016. There were 81 referrals and 116 charges affecting a total of 55 youth. Referrals were made on ten females and 45 males, 15 youth had multiple referrals during the year. The list of charges involving youth in 2016 were extensive. With the exception of the most common criminal charges noted on the chart below, charges were filed for one to five instances in 2016 and included: resisting an officer, possession of tobacco and various drugs and drug paraphernalia, intent to deliver, theft, burglary, graffiti, runaway, operating a vehicle without the owner's consent, two sexual assault charges and a single first degree intentional homicide attempt.

The Bayfield County Juvenile Court Intake Worker processes the referrals; mails out victim statements and sets up Juvenile Court Intake interviews. Thirty-three referrals were recommended to be counseled and closed at the time of intake; nineteen youth were placed on Deferred Prosecution Agreements (DPA); Twenty-two were sent up to the court to have Petitions filed; three were placed on Consent Decrees and four referrals were transferred to the county of residence.

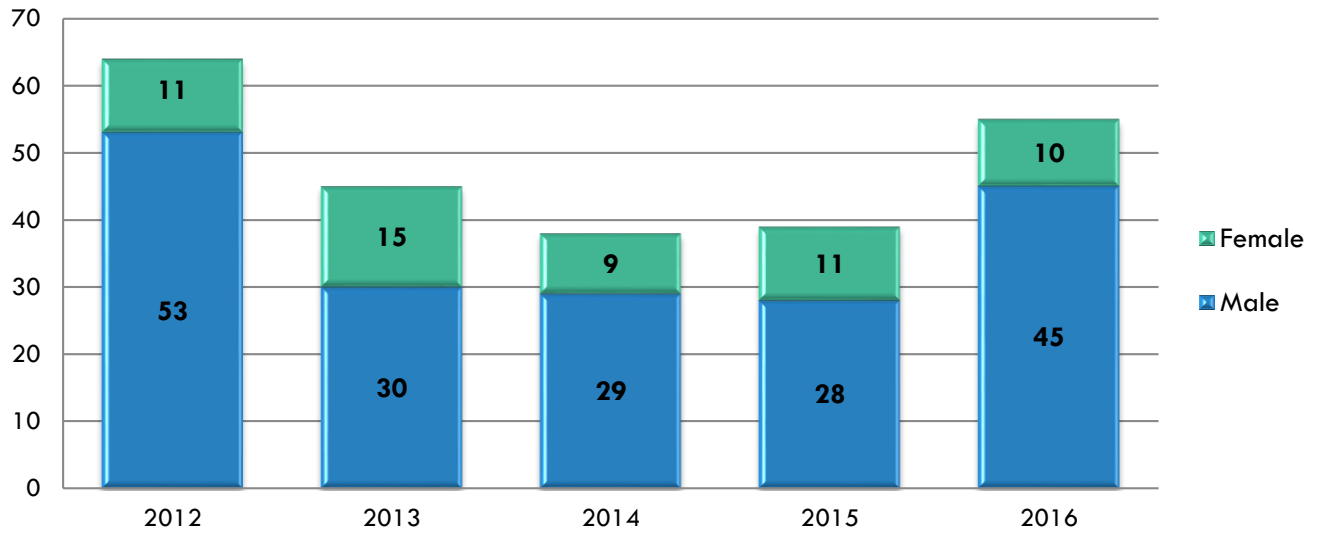
Bayfield County used juvenile secure detention facilities for four youth in 2016. No youth were sent to Lincoln Hills during the year.

### Juvenile Court Referral Numbers

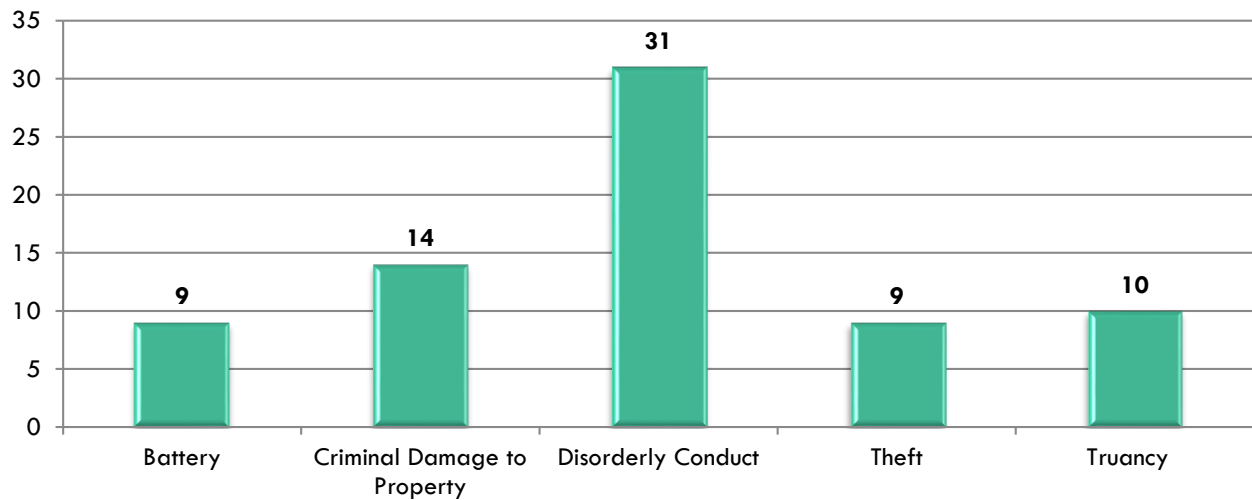
January – December 2016



### Juvenile Court Referrals 2012-2016



### 2016 Most Common Juvenile Court Referrals by Crime



### Bayfield County Out of Home Placements:

Bayfield County had 29 children removed from their home due to child abuse and neglect in 2016. Although the number of children increased by 45% (20 to 29) over the previous year, the cost of placements decreased from 2015. The most common reason for the removal of children was due to substance use disorders.

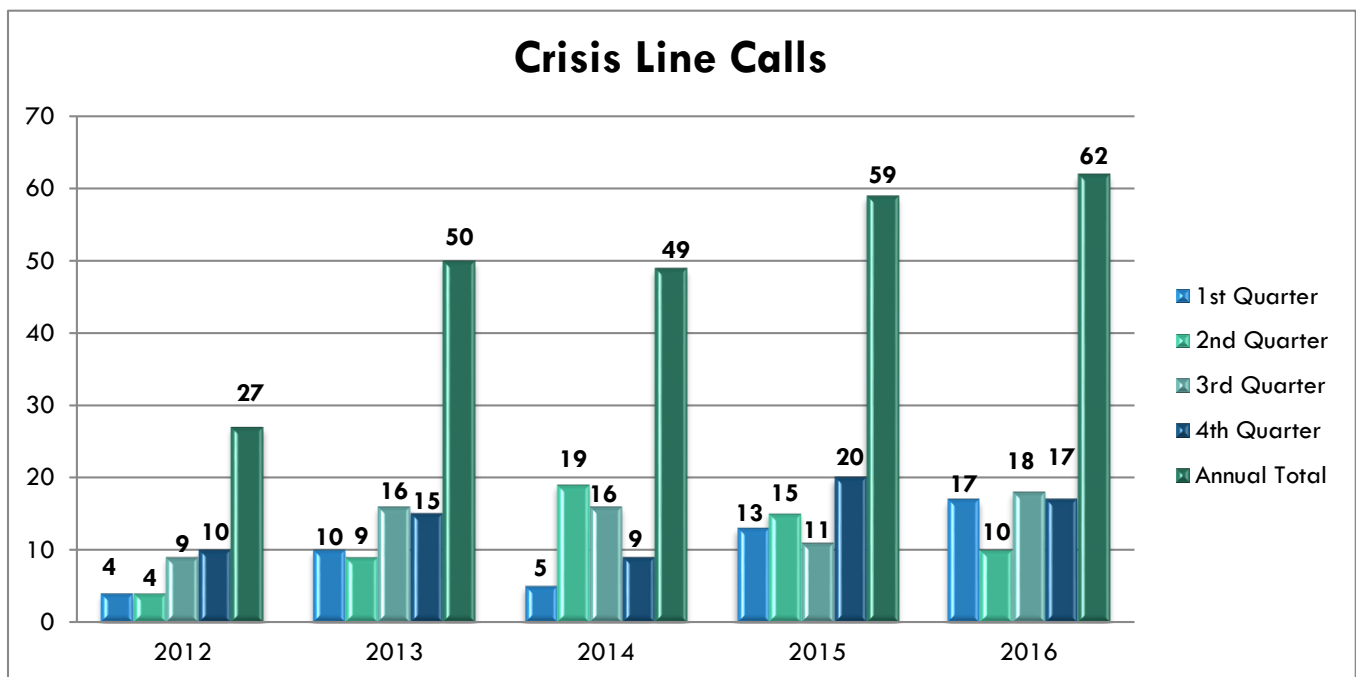
Red Cliff Tribal Court had 17 children in placement in 2016, an increase of 31% over the previous year. Although Red Cliff Tribal Court places children out of home, the financial responsibility of those placements falls on Bayfield County.

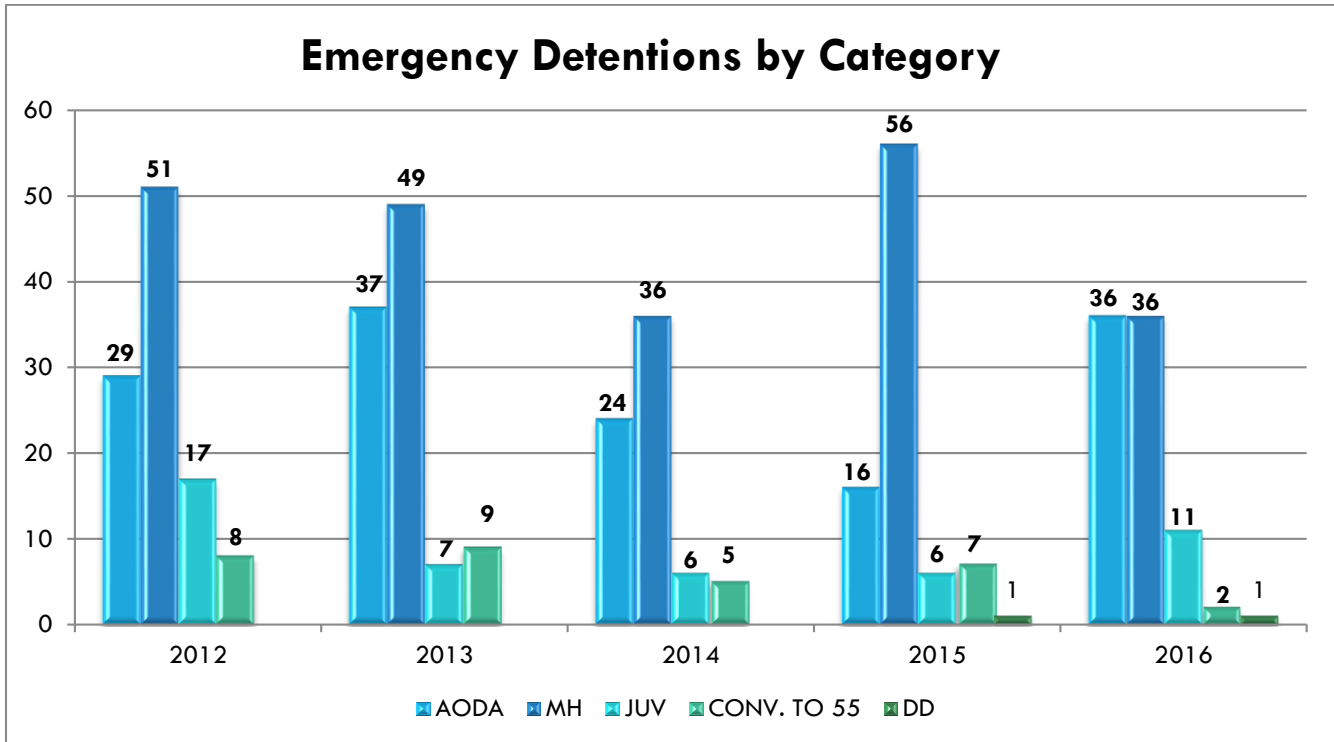
Voluntary Kinship Care: Bayfield County had 8 children living with relatives who were eligible for Voluntary Kinship Care payments in 2016. The monthly support provided to each child was \$232. Bayfield County did not have a waiting list for this program in 2016.

### Bayfield County Crisis Line:

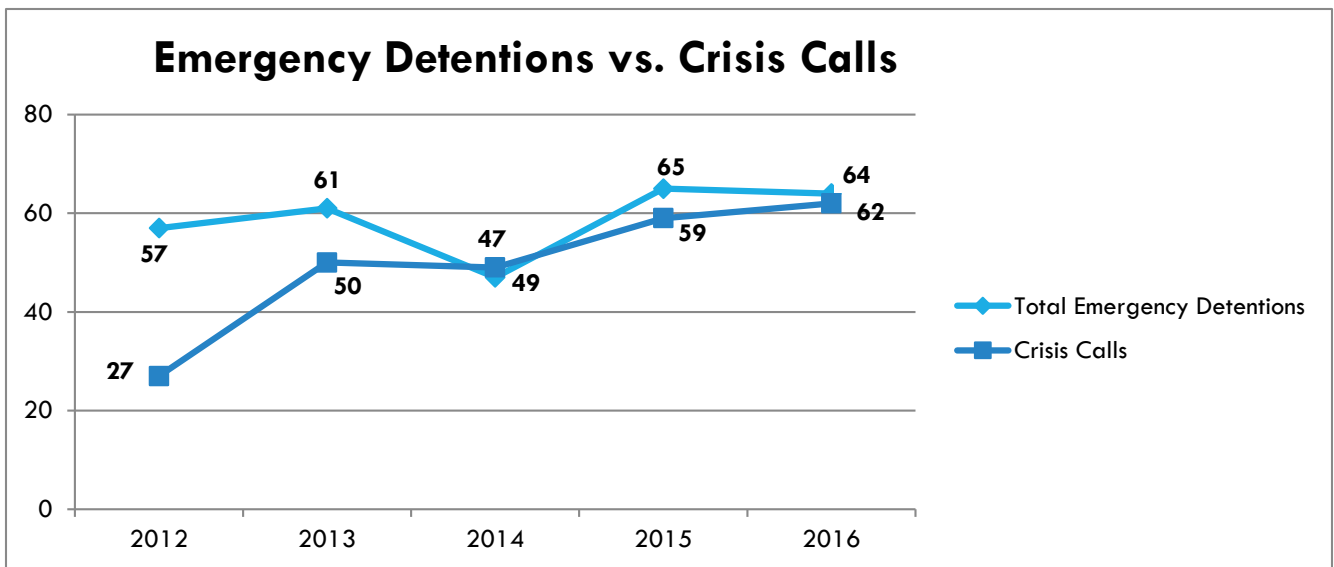
Bayfield County contracts with an agency Family Services of the Northeast Wisconsin (NEW) to provide Crisis Line services. This Crisis Line received 62 calls in 2016.

Family Services NEW provides the 24/7 mental health crisis line to twelve counties in Northern Wisconsin. Callers can speak with a mental health professional certified under the State of Wisconsin Department of Health Services Administrative CODE 34. This resource is valuable to consumers as well as their family and friends in the event of a mental health crisis. It is also used by some law enforcement agencies when responding to calls.





\* The numbers in this chart are duplicative. An emergency detention for a single consumer may appear in more than one category (e.g. both Juvenile and MH, etc.)



\*Previous year's numbers changed to reflect an unduplicated number of consumers who were emergency detained, rather than the duplicated count in the chart above.

## ECONOMIC SUPPORT

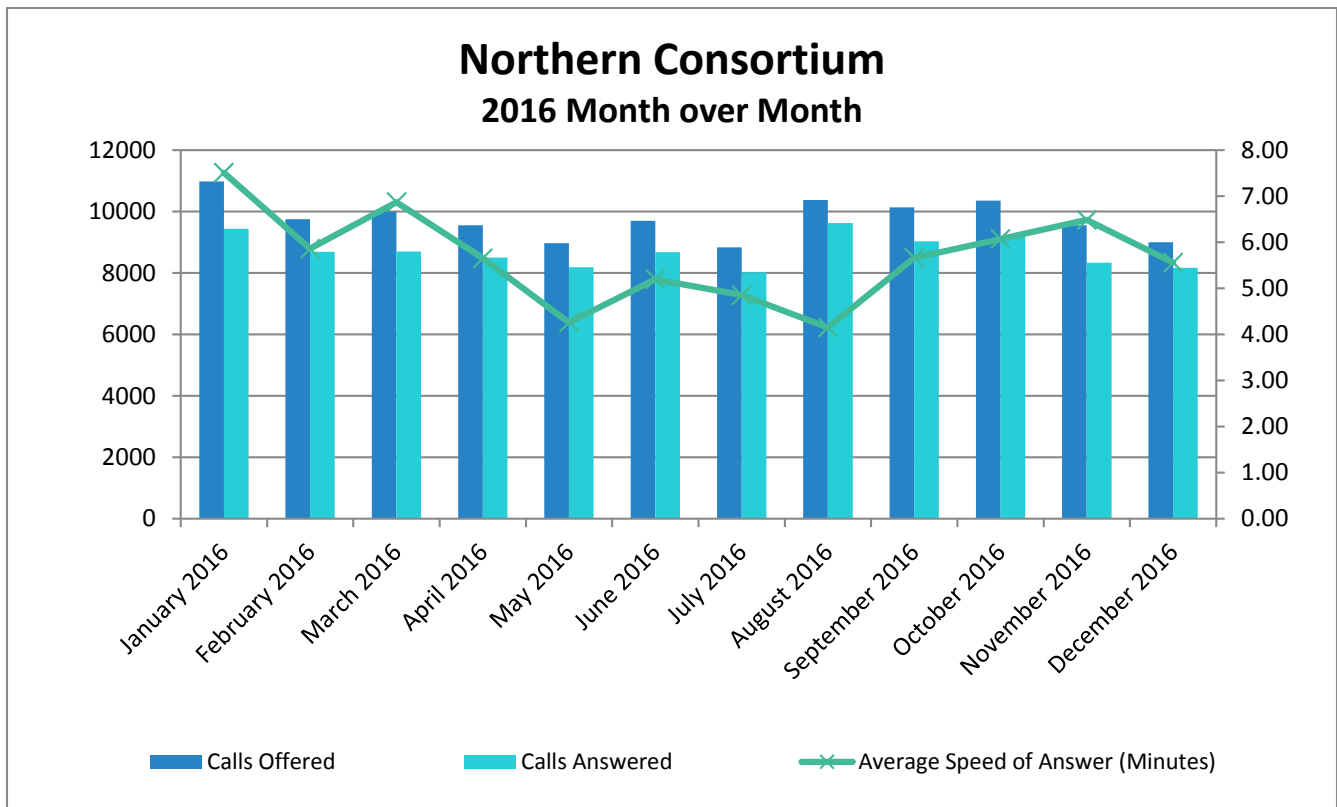
*Jeanine Spuhler, Manager*

### Performance Indicators for 2016:

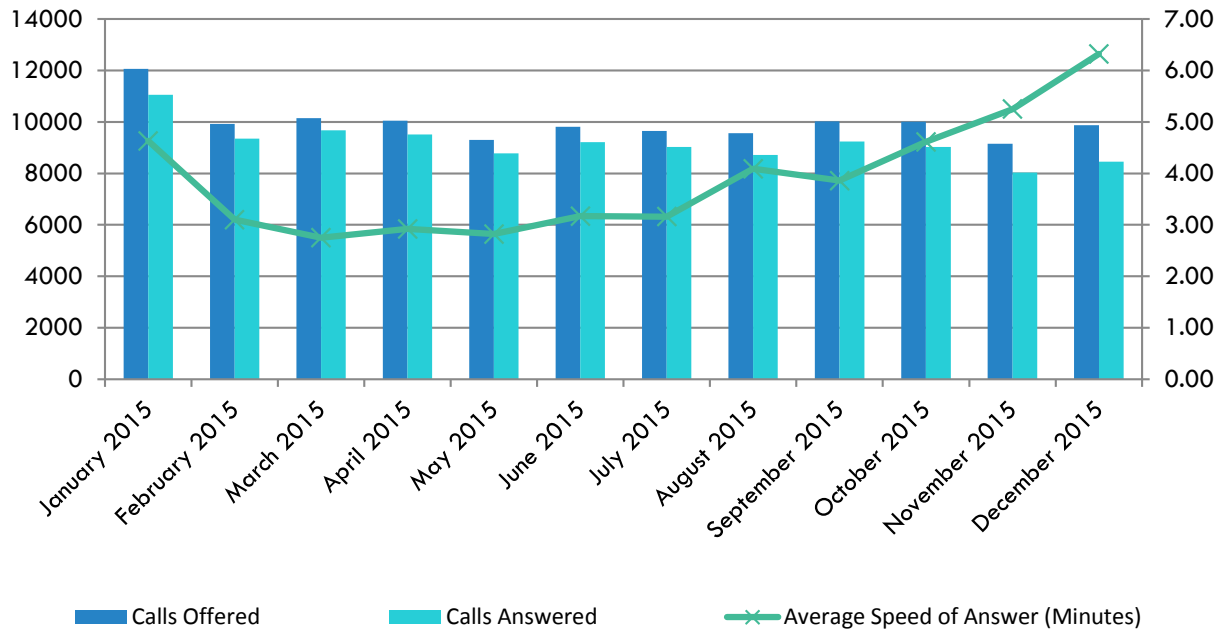
Bayfield County is committed to providing the best possible service to all our customers. Prior to 2012, Bayfield County Economic Support Specialists provided direct assistance to exclusively Bayfield County residents. In 2012 Bayfield County joined the Northern IM Consortium with eleven other counties in the Northern region to deliver public assistance benefits to low-income households. In 2016, we assisted over 31,000 households from many different counties. Although we expanded the geographic territory of people that we help, at the heart of these efforts remains the commitment to providing the best possible customer service. The method that we use to measure that success has changed.

In 2016 the Northern IM Consortium Call Center answered over 117,000 phone calls and our goal is to provide excellent customer service to each of those callers.

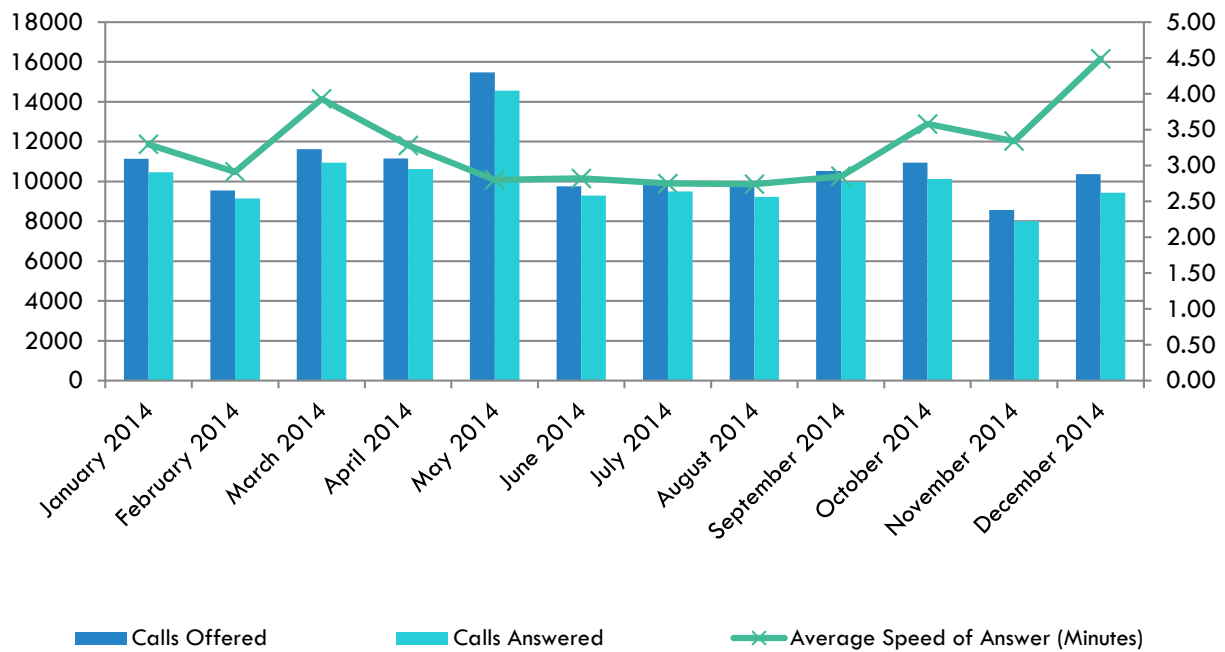
The Month over Month chart for the last four years illustrates our efforts to try to maximize efficiencies in the Northern IM Call Center by changing how we do business.



## Northern Consortium 2015 Month over Month

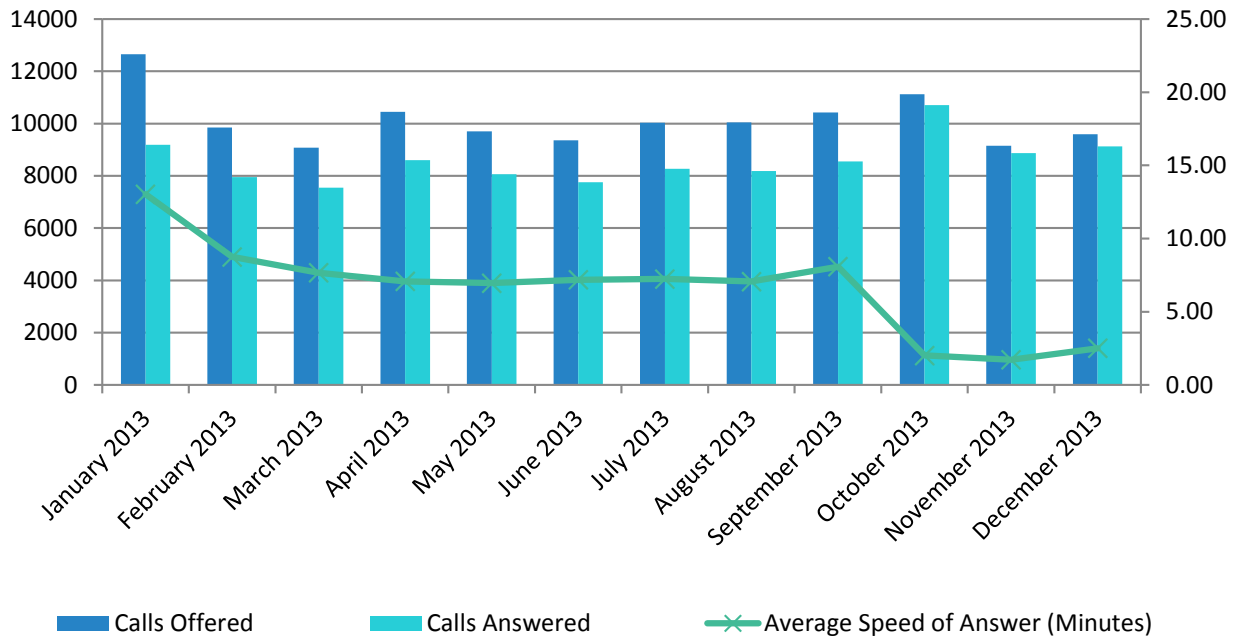


## Northern Consortium 2014 Month over Month

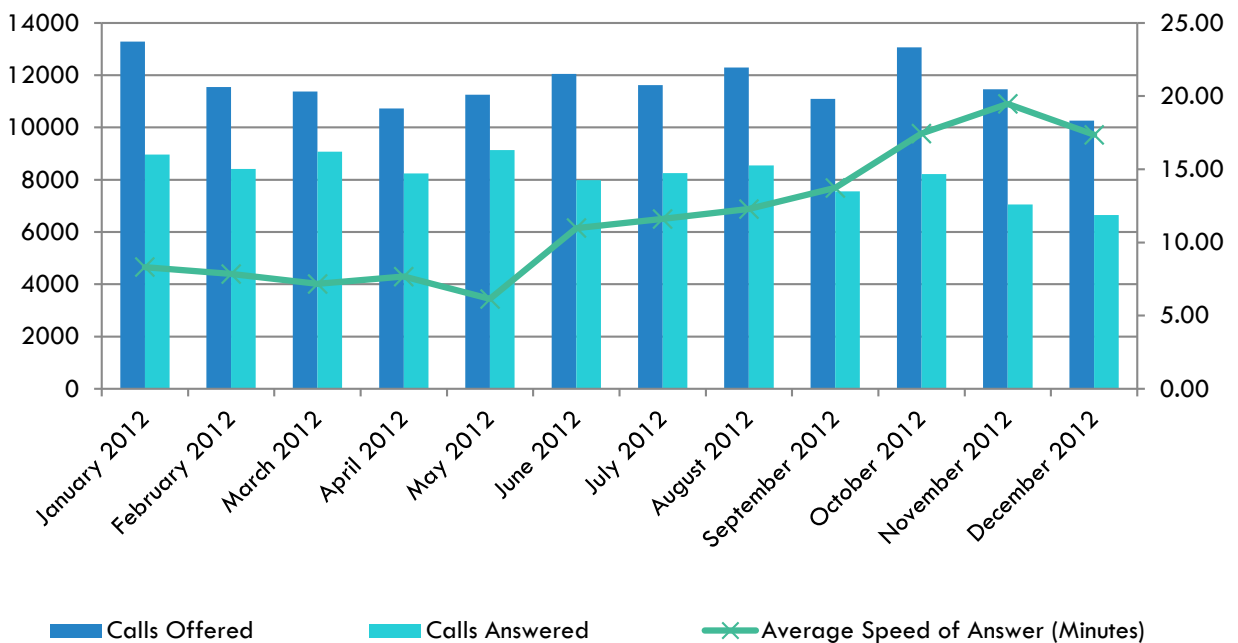




### Northern Consortium 2013 Month over Month



### Northern Consortium 2012 Month over Month



**BAYFIELD COUNTY DEPARTMENT OF HUMAN SERVICES**  
**AS OF 12/31/2016**

**Elizabeth Skulan**  
Director

**Anita Haukaas**  
Family Services Manager

**Mary Anich**  
Social Worker

**Cheryl Hanson**  
Social Worker

**Richard Kamm**  
Social Worker Aide

**Rebecca Kruit**  
Social Worker

**Rachel Obiden**  
Social Worker

**Courtney Rauschenbach**  
Social Worker

**Stacy Schmidt**  
Social Worker

**Heather Wagner**  
Family Specialist

**Nikki Revak**  
Support Staff Manager

**Sarah Copp**  
Clerk

**Nina Bucher**  
.74 FTE Clerk

**Jane Cook**  
Clerk

**Heather Gilbertson**  
Clerk

**Sarah Traaholt**  
Clerk

**Kathy Wolfram**  
Bookkeeper

**Carrie Linder**  
Aging & Disability Manager

**Lorraine Benson**  
Van Driver

**Erin Clark**  
Van Driver

**Dana Hodowanic**  
Meal Site Facilitator

**Lindi Olson**  
Aging Services Spec.

**Sheila Mack**  
Elderly Benefit Spec.

**Ann Marie Mackin**  
Aging Services Spec.

**Jaime Mackin**  
Disability Benefit Spec.

**Kristin Opperman**  
Youth Services Coord.

**JoAnn Paraventi**  
Social Worker

**Michele Reiswig**  
A&D Coordinator

**Jeanine Spuhler**  
Economic Support Manager

**Danielle Colby**  
Economic Support Spec.

**Tamara Fisher**  
Economic Support Spec.

**Neil Hulmer**  
Economic Support Spec.

**Deena Kacvinsky**  
Economic Support Spec.

**Rosie Kozeneski**  
Economic Support Spec.

## HUMAN SERVICES PROGRAM SECTIONS

AGING/DISABILITY SERVICES	FAMILY SERVICES	ECONOMIC SUPPORT SERVICES
<p>*Adult Family Home Certifications</p> <p>*Advocacy and Outreach</p> <p>Alzheimer Services and Support</p> <p>*Birth-to-Three Program</p> <p>*Children's Long-Term Services</p> <p>Disability Benefit Specialist</p> <p>*Elder Abuse/Adult Protective Services</p> <p>Elder Benefit Specialist</p> <p>Emergency Referrals</p> <p>Family Caregiver Support</p> <p>*Children's Community Options Program</p> <p>Functional Eligibility Determination for Long Term Care Services</p> <p>Health Promotion &amp; Prevention Activities</p> <p>Home Delivered Meals</p> <p>*Information and Assistance</p> <p>Long-term Care Options and Enrollment Counseling</p> <p>Senior Dining</p> <p>Short-Term Case Management</p> <p>*Specialized Transportation Services</p> <p>*Supportive Home Care and Chore Services</p>	<p>*Case Management Services for Children and Families (Voluntary and Court Ordered)</p> <p>*Child Abuse/Neglect and Child Welfare Assessments</p> <p>Child Crisis/Respite Day Care</p> <p>*Child Day Care Provider Certification</p> <p>*Child Protective Services- on call 24/7</p> <p>*Community Support Program</p> <p>Comprehensive Community Services</p> <p>*Custody and Step-Parent Adoption Studies</p> <p>*Emergency Detention – AODA and MH</p> <p>*Foster Home Licensing</p> <p>*Independent Living</p> <p>*Information and Referral</p> <p>In-Home Family Services</p> <p>Jail Inmate Case Management</p> <p>*Juvenile Court Intake</p> <p>*Kinship Care Program</p> <p>*Mental Health/AODA Resource Information and Assistance</p> <p>*Mental Health Functional Eligibility</p> <p>*Out of home Placements Treatment – AODA and Mental Health</p> <p>*Court Ordered Treatment – AODA &amp; MH</p>	<p>*Caretaker Supplement (CTS)</p> <p>*FoodShare (FS)</p> <p>*Front-end Verification and Fraud Program</p> <p>General Relief/Interim Assistance (GR)</p> <p>Information and Referrals</p> <p>Judicare Referrals</p> <p>Keep Wisconsin Warm Fund (KWVF)</p> <p>*Medicaid/BadgerCare Plus</p> <p>*Wisconsin Home Energy Assistance Program (WHEAP)</p> <p>*WI Shares (Child Care Subsidy Program)</p>

### \*Mandated Services

## SUMMARY

In 2016 the Human Services Department hired additional staff. An increase of 2.5 positions was approved in 2015 by the Bayfield County Board of Supervisors during the budget development process. County levy was needed to fund the positions and to appropriate ongoing funds for the new staff. At the beginning of 2016, one half-time Social Work Aide was hired in the Family Services Section. In August, one full-time Social Work Aide was hired in the Aging and Disability Section. At the end of the year, a part-time, grant funded Family Specialist position was increased to full-time and funded with county dollars as the grant funding expired. These increases in staff will allow the Department to better address the needs of growing target populations.

On January 1, the Bayfield County Board implemented a new wage schedule that affected all employees in the Human Services Department. The new schedule was the result of a wage study conducted in 2015 and is more generous than the previous scale. It more closely reflects compensation of other counties in the region and also includes a ten-year step increase process for every position. This change is a major financial investment by the Bayfield County Board of Supervisors. It recognizes the value of our workforce and monetarily recognizes staff.

Staff safety and security was highlighted in 2016. Both the Department and the County provided resources to increase awareness, security, and safety for workers and in the work environment. The County sponsored Sexual Harassment and Bullying in the Workplace training. The Department offered an “Active Shooter Training” at a department all staff meeting. The video link was then made available to staff who were unable to attend the meeting. Ensuring the safety and security of the workforce will continue to be a focus in the future.

Early in 2016, Bayfield County and sixteen other counties who use the GIT, Inc. software were notified that the company was going out of business. The software is used by Human Services Departments and Health and Human Service Departments. The software integrates financial data into the General Ledger, which is a unique feature. A search and review of other software systems was completed, but a comparable, cost-effective solution was not identified. Before the end of the year, Bayfield County secured support for the existing software program from another vendor. The new vendor is in the process of developing new software that might fill this gap for Bayfield County and the other counties who are struggling with the obsolete software.

A significant summer storm occurred on July 12, 2016. The storm caused wide spread electrical outages, road damage, bridge damage, and damage to personal property in Ashland, Bayfield and Iron Counties. Management staff attended a series of meetings with Emergency Government and other Departments to respond to the immediate and ongoing needs of residents that resulted from the storm.

The National Association of Counties (NACo) offered a training series in 2016 via webinar. The leadership series included: Integrity and Civility as a Practice; Pitfalls of Decision Makers; and Talent Management Strategies. Webinars were free to participating members of NACo. Two DHS managers took advantage of the trainings.

An audit conducted in October of 2015 by the Office of the Inspector General (OIG) on the Comprehensive Community Services (CCS) Program was concluded in 2016. The audit highlighted areas that must improve to avoid significant financial penalties should the program be subject to another audit in the future. Bayfield County staff worked with the primary provider, New Horizons North, Inc. to address the problems identified in the audit. Some improvements were implemented immediately. Other improvements, which target more complex concerns, were scheduled for the future.

Several Bayfield County employees had the opportunity to attend a reception held in the city of Bayfield for members of the Wisconsin Supreme Court on October 25, 2016. All staff were invited to attend a public introduction to the members of the Wisconsin Supreme Court and up to three sessions of the Wisconsin Supreme Court on Wheels held in Washburn on October 26, 2016. This was a remarkable opportunity.

Bayfield County Human Services facilitated a contract between the Arrowhead Juvenile Correctional Facility in Duluth, Minnesota and the Bayfield County Board in late 2016. The contract will be implemented in January 2017 and will allow law enforcement to transport juveniles to Arrowhead for short-term (less than 72 hours) stays, rather than to another correctional facility in Wisconsin much further away. This change will be a benefit to the families of juveniles as well as to Bayfield County.

Delivering Human Services in the future will be challenging. A shift in federal administration, January 2017, to a strong Republican majority is likely to affect both the funding and the programs available to the poor, the elderly and the disabled. Adapting to the changes in philosophy; modifying services to accommodate changes in funding, funding streams, and programs; and finding ways to apply new policy while ensuring safety for individuals and families in Bayfield County may be even more challenging. Bayfield County is lucky to employ a workforce that is adept at change and creative in identifying solutions. Those skills will be invaluable in the times to come.

***In closing, I would like to thank the Department of Human Services staff. They are Bayfield County and the Department's greatest asset. The staff works hard to ensure that Human Services are available to Bayfield County residents who need them. They empower clients to improve the quality of their lives while treating them with the dignity, respect, and the kindness that they deserve - no matter what circumstances bring them to our door.***

***It is both an honor and a privilege to work with such dedicated, professional, talented and caring staff.***

***Thank you.***

***Elizabeth Skulan***

Director